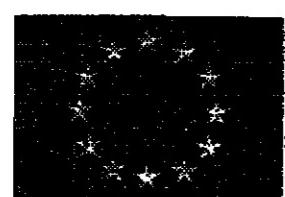


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## CROSSROADS for EUROPE

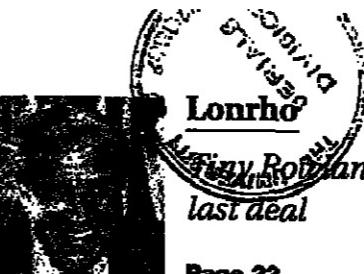
The road to...  
The end of  
ERM crisis  
seven fat years

Page 2

Page 16

Yeltsin  
His country  
on the line

Page 19



Lonrho  
Sir Ronald's  
last deal

Page 22

Tomorrow's Weekend FT  
Charles and Diana: collapse  
of the official morality?



# FINANCIAL TIMES

Europe's Business Newspaper

FRIDAY DECEMBER 11 1992

D3523A

## Germany agrees to continue with modified EFA

Britain and Germany patched up a six-month quarrel over the European Fighter Aircraft, enabling work to continue on a modified project. The compromise, reached during a Nato ministerial meeting, brings relief to aerospace and electronics manufacturers in Germany, the UK, Italy and Spain where tens of thousands of jobs are staked on the \$30bn programme. Page 20

**Bentsen named US Treasury secretary:** President-elect Bill Clinton named Texas Senator Lloyd Bentsen as Treasury secretary, the first major appointment of the incoming administration and a reassuring nomination for the financial community. Page 8

**County NatWest quits Tokyo:** County NatWest, securities arm of National Westminster Bank, became the first foreign stockbroker to announce a total withdrawal from the Tokyo stock market. Page 21

**Somali clash leaves two dead:** US Marines and French paratroopers exchanged fire with Somali gunmen, leaving two people dead and 14 injured. The clash came as a US official admitted that some American troops could stay in Somalia for up to a year. Page 20

**Gencor:** South African mining house, is still interested in buying Lonrho's Western Platinum mine despite Lonrho's deal with Dieter Bock. Page 21

**Military action not ruled out:** Military action may be needed to enforce the no-fly zone over Bosnia if all else fails, Lord Owen, co-chairman of the Geneva peace conference, said in London. Page 4

**Carmakers to publish prices:** Carmakers must publish twice-yearly lists of comparative prices of certain vehicles in EC countries under a Commission plan aimed at helping consumers shop for bargains across EC borders. Page 20

**Indian violence wanes:** Rioting that has swept India since Hindu militants stormed Ayodhya mosque showed signs of abating. Prime minister P.V. Narasimha Rao said the riots would not derail economic reform. Page 6

**Guatemalan accepts Nobel Peace Prizes:** Guatemalan Indian leader Rigoberto Menchu (left), accepting the 1992 Nobel Peace Prize in Oslo, called for international help to end her country's guerrilla war and eradicate human rights abuses. Talks between leftwing guerrillas and Guatemala's government on ending an extremely violent 30-year-old war have been deadlocked for months. Page 8

**European jobless:** Nearly 40 per cent of EC citizens unemployed for more than one year - about 3m people - never had a job, according to the European Commission. Page 4

**Calpers, big US pension fund, failed to persuade shareholders in RWE to vote to remove the voting structure at Germany's eighth-biggest industrial group. Page 23**

**Macedonia protest:** More than 1m Greeks gathered in Athens to demand that Macedonia change its name. Greece has refused to recognise the former Yugoslav republic, arguing that its name is exclusively Hellenic. Page 4

**Ericsson-Hewlett Linkups:** Ericsson, Swedish telecoms company, and US computer group Hewlett-Packard plan to form a joint venture to provide telecoms operators with network management systems. Page 23

**Brazil approves debt deal:** Brazil has approved a \$4bn debt agreement with commercial creditors, after months of delays had caused the price of Brazilian debt to drop sharply. Page 8

**Pilkington:** UK-based glass group, maintained its 2.98p a share interim dividend, in spite of recording a £29.2m (\$44m) six-month loss. Page 21

**Crackdown on neo-Nazis:** Police in six German states raided homes and offices of suspected neo-Nazis as the government banned a second extremist group. Page 4

**Ahold president John Phillips:** Pierre Everaert, president of Ahold retailing group, is to join the five-member management board of Phillips, Dutch electronics company. Page 21

**STOCK MARKET INDICES**

	IN STERLING
FTSE 100	-9,720.5 (-242)
Yield	-148
FTSE Eurotrack 100	-1,948.83 (-4.43)
FT-A M-Share	-1,387.48 (-0.73)
Mibex	-17,571.30 (+95.08)
New York lunchtime	
Dow Jones Ind Ave	-3,864.62 (-19.19)
S&P Composite	-432.94 (-2.71)

**US LUNCHTIME RATES**

	DOLLAR
Federal Funds	5.1%
3-mo Tres Bills Yld	4.07%
Long Bond	105.5
Yield	7.42%

**LONDON MONEY**

	3-mo Interbank	7.1%
Long term futrue: Dec 1993 (Dec 100%)	7.1%	

**NORTH SEA OIL (Argus)**

	15-day (Jan)	\$102 (17.75)
Gold		
New York Comex (Dec)	\$324.7	(333.5)
London	\$334.10	(333.75)

**Austria** **Scotiabank** **Grancor** **Dr250** **Lu** **LG-60** **Oester** **OR120**

**Belgium** **Deutsche** **Dit 220** **Hungary** **McDermott** **Malta** **Levi-Strauss** **SR11**

**Bulgaria** **Erste** **Indra** **Mo** **MD12** **Shipsport** **SR410**

**Cyprus** **CTC** **India** **Reed** **Meth** **Fl 3.2** **Spain** **PM200**

**Czech** **KoskI** **Israel** **Sh45.50** **Norway** **NK15.00** **Switz** **Sp/2000**

**Denmark** **DK-14** **Italy** **L2500** **Oman** **QH 1.20** **Ships** **Stora**

**Egypt** **El Nasr** **Japan** **JO 1.20** **Philippines** **Philippines** **Turk** **Din 1.25**

**Finland** **PM12** **Korea** **File 600** **Poland** **Zl 22.00** **Turkey** **L0000**

**France** **FFB 50** **Kuwait** **File 600** **Portugal** **E150** **UAE** **DH10.00**

**Germany** **DM330** **Lebanon** **US\$1.25** **Perogal** **E150** **UAE** **DH10.00**

Russian president warns of 'creeping coup' in struggle with conservative Congress

## Yeltsin calls for referendum on reforms

By John Lloyd, Leyla Boultou and Dmitry Volkov in Moscow

RUSSIA was plunged into crisis yesterday after President Boris Yeltsin declared open political war on the Congress of People's Deputies, which has blocked his reforms.

Citing a "creeping coup" against him, Mr Yeltsin said a referendum was necessary to decide "to whom do you entrust saving the country from economic and political crisis... the president... or the presently constituted Congress and Supreme Soviet?"

In a dramatic speech to the Congress of People's Deputies, the Russian said: "Congress is a bulwark of conservative forces and reaction. Reform in Russia is in serious danger. What they failed to do in August 1991, they have decided to repeat now by way of a creeping coup."

His speech provoked uproar in the Congress Hall, the beginnings of scattered demonstrations in

the streets and the full-throated opposition of vice-president Alexander Rutskoi.

General Rutskoi called for the prosecution of presidential advisers, whom he accused of pushing Mr Yeltsin into a confrontation with the Congress and into creating "anarchy and powerlessness" in the country.

The president's proposal was for a referendum to be held on January 24. If the population supported him, parliamentary elections would be convened on March 27. If the Congress won the referendum, he would resign and fresh presidential elections would be held; if neither secured the support of half those voting, both would stand for election.

In the meantime, the government would continue under the acting premiership of Mr Gaidar - whom the Congress had refused to confirm in his post on Wednesday.

Both hardline deputies and presidential supporters reacted with anger. Calls for Mr Yeltsin's

impeachment were immediately

raised. Mr Sergei Baburin, the leader of the Russia nationalist faction said: "They are pushing us towards revolution." Mr Pyotr Filippov, a prominent radical democrat deputy, told a small demonstration in front of the Kremlin: "The Civic Union and the communists were pushing

reform off the agenda - we must keep it there by supporting the president".

Mr Gaidar attempted to play

down the significance of the

event, saying the president's action was wholly constitutional and that government business, and continuing talks with the World Bank and the International Monetary Fund, would remain above politics.

The head of the so-called

"power" ministries - defence,

security and interior - all

appeared before the highly

charged Congress to report, in a

scheduled discussion, on crime

and corruption in the country.

General Pavel Grachev, defence

minister, assured the Congress

that the army would remain

above politics.

But Mr Victor Barannikov,

security minister and head of the

Russian KGB, produced a Soviet-

era speech full of warnings of the

growing threat from foreign intel-

ligence agencies and a rising tide

of crime.

Just before the close of busi-

ness in the Congress yesterday,

the deputies voted in closed ses-

sion to take back under their con-

trol a 300-strong armed guard.

This militia had been removed

from Supreme Soviet to interior

ministry control last month by

Mr Yeltsin, following its use by

Mr Ruslan Khatsutov, the par-

liamentary speaker, in his bid to

take control of the daily paper

Izvestia.

Man of people throws down gauntlet, Page 19

while not amending the treaty,

would nevertheless be considered

as legally binding.

The main question hanging

over the latest compromise was

whether it would prove accept-

able to the Danish opposition.

The officials recognised that

the problem of future EC finan-

cies would probably be the most

difficult to solve and that, if it

was settled at all, it would not

bustle the end of the meeting

tomorrow night.

Among other subjects, the

Continued on Page 20

## Major urges Edinburgh deal to end EC paralysis

By Robert MacFie in Edinburgh

MR JOHN MAJOR, Britain's prime minister, told other European Community leaders yesterday that they must strike a deal to make the Maastricht treaty acceptable to the Danish people in order to free the EC from its current paralysis.

On the eve of a two-day European summit in Edinburgh, Mr Major rejected suggestions by some other leaders, notably President François Mitterrand of France, that if no solution were

found to the problem of Denmark's and Britain's ratification of the treaty, the other 10 members could proceed towards European Union on their own.

His warning came as it became clear that Spain, which is looking for significant increases in fiscal transfers to poorer member states, was unwilling to accept marginal new increases in the latest British budget proposal.

There could be no question of a "two-speed" Community, Mr Major, who holds the presidency of the EC until the end of the year, said in a series of television

interviews. The treaty had to be ratified by all member countries before it came into effect.

They therefore had to reach an agreement at Edinburgh which was sufficiently good to be accepted by the Danish people at a second referendum.

Britain has made new proposals on Denmark and EC financing, considered to be the two most difficult problems on the summit's agenda.

SE-Banken executives have already complained that the state scheme would distort the free market if it provided financial assistance to the bank's main rivals.

Its decision to seek money from the state will add to the government's growing anxiety about the likely total cost of the state's banking bail-out on the budget deficit.

SE-Banken suffered a SKr1.6bn operating loss in the first eight months of this year and expects to suffer further financial losses next year. Credit losses are likely to amount to SKr10bn this year.

The bank also said yesterday its capital adequacy had been impaired by the depreciation of the Swedish krona since it was floated last month.

Although SE-Banken's capital adequacy will exceed the minimum requirement of 8 per cent laid down by the Bank for International Settlements, the bank said it needs a capital adequacy ratio "substantially above the minimum level".

The strains were eased slightly

after the central banks of Belgium and the Netherlands, which traditionally keep their monetary policies closely aligned to those of the Bundesbank, shaved their credit rates by small amounts.

This was apparently on

Floating krona, Page 4

No early cut in UK rates, Page 9

Lex, Page 20

## BEHIND THE ERM CRISIS

# The monetary tragedy of errors that led to currency chaos

As political disarray threatens the summit of European leaders beginning in Edinburgh today, Peter Norman and Lionel Barber give the inside story of the events which led to Black Wednesday and made the Community's most important objective, monetary union, its least plausible goal

**T**HIS exact timing remains unclear. But, sometime in the afternoon of Saturday September 12, Mr Jean-Claude Trichet went through one of those chameleonic-like changes which top international bureaucrats sometimes experience.

As a senior French official, he had stood that morning alongside his boss, Mr Michel Sapin, the French finance minister, receiving high-level visitors from Germany in France's steel and glass finance ministry at the unfashionable end of Paris, near the Gare de Lyon.

Hans Tietmeyer, vice-president of the powerful Bundesbank, and Horst Köhler, state secretary at the Bonn Finance Ministry, were on their way to Rome. They had told the French government that Germany wanted to negotiate the first substantial realignment in the European exchange rate mechanism in more than five years.

By late evening, Mr Trichet had switched roles. He had exchanged his French civil servant's hat for that of an EC functionary as he prepared to relay to Community member states two pieces of important news: Italy was planning to devalue the lira by 7 per cent in the European Monetary System; and Germany had promised a cut in interest rates in an attempt to calm turmoil in the ERM.

What he did not tell them was the Germans wanted a broader realignment of currencies within the system, including sterling.

The ERM, a system of fixed but adjustable exchange rates, was no longer capable of providing monetary stability for Europe. The planned realignment was a radical move to restore order to the system and keep alive hopes of progress to economic and monetary union (EMU).

Mr Trichet is director of the French treasury, the most coveted position in France's civil service hierarchy. He is also chairman of the European Community's monetary committee, the secretive group which helps manage European monetary affairs. His actions that weekend were to play a crucial role in determining how the ERM crisis unfolded.

Some critics have accused him of putting French interests above those of the Community - by trying to place a protective "ring-fence" around Italy's devaluation so that the French franc would be shielded from speculative attacks in the week ahead of France's closely contested September 20 referendum on the Maastricht treaty. Others charge that he failed to tell the UK that Germany wanted a broader realignment, including sterling.

With hindsight, some officials have argued that, if Mr Trichet had pushed for an early weekend meeting of the monetary committee of EC finance ministers, the EC might have organised a broader realignment that would have calmed the growing fever on financial markets and perhaps even have ensured Britain's continued ERM membership. He was cast as the *éminence grise* who scuppered such an opportunity.

The truth, as a Financial Times investigation, which has included dozens of interviews with top officials across the EC makes clear, is both more complex and banal.

**M**r Trichet has told colleagues that, in his capacity as a French official, he could not use the highly-sensitive information given to him by the Germans that morning to set in motion discussions leading to a broader realignment. When wearing his monetary committee hat later in the day, he accepted as a *fait accompli* the news of the Italian devaluation and took no steps to broaden the scope of the weekend's currency changes, arguing that he could not negotiate on behalf of individual member states.

The crisis that has shaken the EC's system of fixed but adjustable exchange rates since September is a story of communications failures at all levels. Mr Trichet's behaviour accorded with the letter of the Community's arcane rule-book, but it did nothing to avert turmoil.

Yet Mr Trichet's split personality on that Saturday merely typified the bureaucratic contortions that drove the EMS into the biggest crisis in its 13-year history.

Even though currencies will not feature on the formal agenda of the European Community's summit in Edinburgh today, the autumn crisis will haunt the 12 leaders of the EC member states.

Ambitious plans for EMU by the end of the decade have been set



**Jean-Claude Trichet:**  
Director of the French Treasury. Cast as the *éminence grise*. Sometimes wore the hat of a French civil servant and sometimes of a European Community functionary. He failed to call the meeting that might have resulted in a broader alignment of European currencies when the Italians decided to devalue the lira

back by Black Wednesday's traumatic suspension of sterling and the Italian lira from the ERM and by subsequent crises and disruptions.

Time and again, this autumn's European crisis was bedevilled by human failure and institutional weakness. The crucial meeting of EC finance ministers in Bath on September 4 and 5 exemplified this; so, too, did the events which led to devaluation of the Italian lira and the turmoil which culminated in more than five years.

What he did not tell them was the Germans wanted a broader realignment of currencies within the system, including sterling.

The ERM looked ripe for change when the ministers met in Bath. Funds were hemorrhaging out of the lira into the D-Mark, threatening exchange rate relationships that had stood for 5% years.

The UK government's policy of trying to hold sterling's ERM party at DM2.35 against the D-Mark during a harsh recession was looking threadbare. The fact that opinion polls in France pointed to a possible government defeat in the September referendum increased the chances of a massive speculative attack against currencies in the EMS.

The twice-yearly informal "Ecofin council" is usually something of a treat for the ministers and governors, their close aides and their spouses. Bath was different.

"It was the worst I've ever attended," said one veteran of nearly 20 such gatherings. "A disaster," concluded another. Nobody who attended had a good word to say about it, least of all senior British Treasury officials who were summoned late on Saturday September 5 to help break deadlock. Mr Ruud Lubbers, the Dutch prime minister, was later to say that the failure to arrange a realignment at the meeting would go down as a "black page in the book of 1992".

But a realignment was never properly discussed at Bath. Instead, the meeting set what was to become a familiar pattern of half-articulated expectations by some countries that were deliberately ignored by others.

Neither Mr Lamont nor Mr Sapin, his close ally in the talks, would contemplate any devaluation of their currencies. Mr Sapin's position was that there could be no

realignment, he said, "was not possible - because England had its pride and France said that it couldn't be done because it was facing a difficult referendum and they couldn't discuss it; and the English said then that the Bundesbank should do something first, and so the discussion went."

Certainly, realignment was in the air, despite Mr Lamont's and Mr Sapin's efforts to keep it off the agenda. Outside the Bath Assembly rooms, Mr Waigel, the German finance minister, was asked by journalists whether a realignment was being discussed. He stonewalled, answering that such a move would need unanimous support from ERM states, which was not forthcoming.

Inside the Assembly Rooms, Mr Schlesinger made comments that officials present were later to interpret as signals that the Bundesbank favoured a realignment. At the time, however, almost no-one realised the significance of his words.

The ministers finally knocked together a four-point statement which reaffirmed their opposition to a realignment and referred to a Bundesbank promise not to raise its interest rates. Mr Lamont was quick to imply that this had been a victory over the mighty Bundesbank, a suggestion that was soon contradicted by telephone of the outcome of the German-Italian negotiations in Rome that Mr Trichet put on his monetary committee hat. It was his duty to see whether the other ERM members approved the planned 7 per cent lira devaluation, and he duly contacted them. But he did not consider it his job to sound out others about broader realignment.

In the days after Bath, the ERM suffered further blows. The Finnish markka, which had been pegged to the Ecu, the EC's embryonic currency, was allowed to float after suffering extended speculative attack. Sweden began a costly and ultimately futile bid to keep its krona pegged to the Ecu by intervening heavily on currency markets and pushing its interest rates to 500 per cent at one point. The Italian lira was sold heavily, finally falling below its ERM floor on Friday September 11 in spite of massive support from the Bundesbank and

Others have argued that he took a narrow view of his job. "To do that realignment by phone was unacceptable," complained one continental central banker. "Not only was the issue too delicate to be handled by phone. The procedure meant that not everybody was in possession of the same information."

But any of the ERM countries could have insisted on a meeting of either the monetary committee or ministers if they wanted more than the 7 per cent lira devaluation of that weekend. They had an opportunity to act when Mr Trichet contacted them from Saturday evening onwards, or when the draft monetary committee communiqué announcing the realignment were circulated. But none did so.

Mr Trichet also felt confident a successful realignment could be handled by phone. On three previous occasions the lira party had been changed in the EMS without a meeting. Moreover, by late Saturday, when he received the news from Rome, time was running short.

This is acknowledged in Bonn. According to a senior German Finance Ministry official, Mr Trichet was "under a very difficult time restraint" and operating in a very difficult environment".

Faced with Mr Lamont's battering ram tactics, Mr Schlesinger nearly walked out. Some days later, he complained that he had been asked four times to cut rates and had to reply No four times "when only once should have done".

Mr Lubbers later blamed Bath's failure on "political motives".

of countries taking part. On Saturday and Sunday, the Bundesbank president contacted members of the bank's council to discuss the scope of the interest rate cut. However, the Bundesbank made no effort to contact the Bank of England or British government. "It was not our job to inform the British of our intentions," Mr Schlesinger would say later.

The absence of timely communication with London was to diminish greatly prospects for the broad realignment the Bundesbank sought.

Once a member state seeks a realignment, it is the job of the EC monetary committee, whose chairman is Mr Trichet, to find out the views of other member states. On that weekend, Mr Andreas Kees, the committee's secretary who usually canvasses ERM members before convening a meeting of the committee, was away boating.

Mr Trichet had to sound out members for a meeting. He decided against such a gathering. Mr Trichet's decision to handle the lira devaluation by phone is now recognised by all - including, it seems, Mr Trichet - as a mistake. It stifled a broader debate on currencies that weekend. There was no opportunity for bilateral meetings with the chairman in which room for compromise could be assessed.

Instead, that weekend again illustrated how difficult it is for EMS member states to thrash out delicate policy issues.

**I**t is unclear whether Messrs Köhler and Tietmeyer realised Mr Trichet was acting as a French government official alone, and not as EC monetary committee chairman, when they met him and Mr Sapin in Paris en route to Rome.

What is certain is that Mr Trichet interpreted their visit as a kind of courtesy call. He knew that the Germans wanted a broad realignment, but believed they had come to advise the French government of a potentially difficult situation just one week before the Maastricht referendum. The German visitors never made a precise request for London to devalue; nor did they propose new parities for the pound.

It was the evening after he was told by telephone of the outcome of the German-Italian negotiations in Rome that Mr Trichet put on his monetary committee hat. It was his duty to see whether the other ERM members approved the planned 7 per cent lira devaluation, and he duly contacted them. But he did not consider it his job to sound out others about broader realignment.

After all, he reasoned, the positions of the various countries were known. France had said it did not want to devalue. Both Mr Major and Mr Lamont had publicly rejected devaluation, turning it into a prestige issue. Although it had been fairly clear since the Bath meeting that Germany wanted a broad realignment, it would have been a delicate matter to have suggested a devaluation to the British because the pound had not been under pressure in the previous week.

Others have argued that he took a narrow view of his job. "To do that realignment by phone was unacceptable," complained one continental central banker. "Not only was the issue too delicate to be handled by phone. The procedure meant that not everybody was in possession of the same information."

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Lone voice: Amato calls Major at Balmoral to ask if Britain would join the planned currency realignment

The Italian government was unhappy to be devaluing alone. It closed in London just fifth of a pifem above its ERM floor of DM2.778, at its lowest ever level in the mechanism. The Treasury called a high-level crisis meeting in Chancellor Mr Lamont's office with senior Bank of England officials to discuss tactics for the next day.

**A**s the meeting was in progress sterling suffered its knock-out blow - as a result of yet another misunderstanding. News agency reports appeared on Tuesday evening of an interview by Mr Schlesinger with Handelsblatt, the German newspaper. He was quoted as favouring a more comprehensive realignment. The news pushed sterling through its ERM floor in after-hours trading. Two frantic telephone calls between Mr Robin Leigh-Pemberton, the governor of the Bank of England, and Mr Schlesinger got the response that the remarks were "not authorised".

British officials say that the Queen, Mr Major telephoned Mr Lamont at the Treasury meeting to confirm the no devaluation line.

But, by Sunday afternoon, some UK officials feared the lira devaluation would trigger further speculative pressure in the ERM ahead of the French referendum. They were to argue later that Germany should have "nursed the lira through" until September 20.

The question facing the EC is whether the goal of monetary union by the millennium can be saved from the wreckage

There was also concern in the Bundesbank that the changes would not satisfy the markets. The Italian government, it emerged later, thought the scale of the devaluation too small. Rome believed 10 per cent was necessary to restore competitiveness, although it recognises that such a large lira devaluation would almost certainly have been blocked by France because it would have given Italian exporters a big price advantage.

Whatever Mr Trichet's motives, the scene was set for the last act of the drama before Black Wednesday. Although there was no concern that the lira devaluation could mean further volatility in the ERM, ahead of France's referendum, there was a sense of imminent doom.

Twenty-four hours later, Mr Lamont was outside the Treasury facing the television cameras. He announced Britain's withdrawal from the European exchange rate mechanism. Massive intervention, possibly exceeding £15bn, and two emergency interest rate increases, first to 12 per cent and later to 15 per cent, had failed to save the pound.

The question facing the EC was whether the ERM and the strategic goal of economic and monetary union by the end of the millennium could be saved from the wreckage.

By the afternoon of Tuesday 15 December, the ERM had collapsed. The pound had fallen to DM1.60, 15% below its ERM floor. The Bank of England had been forced to intervene, buying £15bn of foreign exchange. The pound had lost 15% of its value in a single day. The Bank of England had been forced to intervene, buying £15bn of foreign exchange. The pound had lost 15% of its value in a single day.

Tomorrow, Germany explodes a time bomb.

# Major stands his ground on Maastricht

By Philip Stephens,  
Political Editor

MR John Major last night flatly rejected demands from his European Community partners to speed up British ratification of the Maastricht treaty.

The British prime minister insisted he would go no further than his previous commitment to ratify the agreement during the present session of parliament, which ends in the autumn.

As Mr Major prepared for meetings last night with Mr Jacques Delors, the Commission president and Mr François Mitterrand, the French president, British ministers insisted the "political reality" at Westminster precluded a pledge in Edinburgh to speed up ratification. But the prime minister privately will tell his European counterparts that a deal at the summit to accommodate Danish objections to Maastricht would lower the political hurdles to British ratification.

This week Mr Mitterrand criticised Mr Major for linking the next crucial House of Commons vote on the treaty – the third reading – to the second Danish referendum expected in May. The prime minister has been deliberately ambivalent about whether he would delay that vote still further if Denmark put back the date of the referendum.

Senior British ministers said the ambivalence was essential because of the government's

precarious majority in the face of a revolt by Conservative Eurosceptics. They warned also that if Denmark did not get a satisfactory deal from the Community there was no prospect that the Westminster parliament would ratify Maastricht.

For his part, Mr Major dismissed talk of a two-speed Europe in which Denmark and the UK are left behind. His judgment is that the difficulties for the other 10 in constructing a new agreement to replace Maastricht would far outweigh the inconvenience they now face in waiting for the two countries to ratify the original treaty.

Despite the inevitable eve-of-summit warnings about the complexity and difficulty of the issues facing EC leaders in Edinburgh, Mr Major is quietly confident that agreements on both the Danish question and a future financing package can be struck if all 12 leaders demonstrate the necessary political will.

British officials anticipate that the biggest threat is a row with Mr Felipe Gonzales of Spain and the leaders of other southern EC states over proposals to limit increases in Community expenditure.

He will warn his colleagues that a breakdown at the summit could threaten renewed turmoil in the financial markets and a further slump in economic confidence. "They (the leaders) will be left in no doubt about how high the stakes are," one British official said.

## Distant pipes and drums from the real world outside

By James Buxton,  
Scottish Correspondent

SUPPORTERS of the Edinburgh international festival complain each summer that the official festival is in danger of being outdone by the smaller but much more prolific fringe.

This being Edinburgh, the summit has to have a fringe. And the official events stand little chance of making the impact on the people of Edinburgh which the dozens of fringe events will have.

The summit is after all a largely secret meeting, almost invisible to the outside world, of 12 men (with several thousand officials and journalists in attendance). Most people will be lucky to glimpse more than a few speeding motorcades.

But in the fringe there are demonstrations, marches, alternative summits and conferences, as well as open-air concerts and street theatre.

Yesterday the fringe broke into the dignified part of the programme when protesters twice interrupted the Edinburgh University ceremony at which Mr Jacques Delors was given an honorary degree. Some were from a left-wing organisation called the EC Summit Unwelcoming Committee, which later staged a march of people chanting: "It's your sumpt, we won't pay."

But the most significant event could be the Scotland Demands Democracy march and rally tomorrow, which should involve all political parties pressing for constitutional change for Scotland.

The protest, organised by the Scottish Trades Union Congress, is intended to remind Mr

John Major that there is still strong demand for change, despite the setback suffered by devolution and independence campaigners in the general election.

Speakers from the Scottish National Party, Labour and the Liberal Democrats will argue that it is hypocritical for Mr Major to say subsidiarity should apply to Britain but not apply it to Scotland – a nation within Britain. The organisers hope 20,000 people will attend.

Today the campaign to save Scottish regiments scheduled for merger will march with pipes and drums under the command of retired General Sir John MacMillan from Prince's Street Gardens, and hand a petition to Mr Major at Edinburgh Castle. Elsewhere Scottish fishermen will be demonstrating against the EC Common Fisheries Policy.

For most of the week a poverty summit has been discussing the impact of the industrialised world on developing countries. Socialist Party leaders from 19 European countries have been meeting under the chairmanship of Mr John Smith, the Labour leader. Today and tomorrow experts on the Balkans will be at a Bosnia-Herzegovina conference.

After the summit is due to end tomorrow, the people of Edinburgh are invited to surge out into the streets, first for an open-air market in the heart of the 17th century Old Town, and then for Summit in the City, a programme of open-air rock concerts and street theatre. Warm clothes are recommended, just as they are for the festival in the summer.

## Portugal ratifies treaty

By Peter Wise in Lisbon

THE Portuguese parliament yesterday ratified the Maastricht treaty by an overwhelming majority.

Only 22 members of the 220-seat parliament, including the old-guard Communist party, the conservative Centre Social Democrats and independents, voted against ratification. One Social Democrat rebel declined to vote. The ruling centre-right Social Democrats and the main opposition Socialist party backed the treaty.

Ratification will require Portugal to change its constitution on sharing sovereignty, allowing foreign residents to vote in local and European parliamentary elections, and ending the exclusive right of the Bank of Portugal, the central bank, to issue money.

Delors calls for unity; keeps quiet on union

By David Marsh, Edinburgh

DELIVERING a traditional pre-summit appeal for European unity, Mr Jacques Delors, the EC Commission president, yesterday made an important tactical decision. He did not mention the word "Maastricht".

Mr Delors, who was awarded an honorary degree yesterday by Edinburgh University, used his acceptance address to call for an "organised and caring" Community which would be more than merely a free trade area.

Dressed in a red gown and looking less like a would-be Emperor of Europe than a slightly abashed Meister-singer, Mr Delors admitted the EC was going through a period of doom and gloom. He urged the Community to look beyond its ups and downs and create unity in diversity.

Mr Delors may have reflected that the treaty is hardly more popular in Scotland than in the rest of the

UK. An opinion poll in The Scotsman yesterday showed 33 per cent of Scottish voters against, 29 per cent in favour, and the rest undecided.

The degree ceremony, in the splendour of the university's McEwan Hall, was twice interrupted by young protesters in the gallery shouting – with distinctly Sassenach voices –

"It's your sumpt – We won't pay." They were hustled out by stewards as guests tried to drown the shouts with applause.

Mr Delors said part of the programme for the single market launched in 1985 had already become reality. "The brushes could do with a little bit of spit and polish, but the

single market will be open for business on New Year's Day," he said.

At a reception afterwards, Mr Delors said the summit would probably not reach agreement on where to site the proposed EC central bank – part of a complex bargaining process also involving decisions on sites for other Com-

munity institutions.

Britain's bid to bring the central bank to London was unrealistic, he said. He pointed out that London was already the venue for the European bank for Reconstruction and Development, and that the UK was not currently in the exchange rate mechanism.

\*Prices exclude VAT at 17.5%.



Schlüter pledge on deal for Denmark

By Hilary Barnes  
In Copenhagen

MR Poul Schlüter left for Edinburgh yesterday pledging that he would not be the Danish prime minister to lead Denmark out of the Community. "We will do our utmost to secure a deal in Scotland which will meet all the Danish requirements," he said.

However, the seven parties who have agreed a common stance on Denmark's requirements refused to give the government a mandate to negotiate on the basis of proposals put forward by Britain for resolving the impasse.

Any deal based on the British proposals would be rejected by the left-wing Socialist People's Party. Other parties have expressed qualified approval. At 11pm up to Mr Schlüter and his foreign minister, Mr Ellermann-Jensen, to decide whether to conclude a deal with the other 11 heads of government. If the deal is subsequently rejected by other parties, the government will have to fight the issue out in parliament, and if defeated would probably call an election.



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## NEWS: EUROPE

## Norwegians decide to let krone float

By Robert Taylor  
in Stockholm

NORWAY'S krone was floated yesterday, rekindling concern about a fresh outbreak of international speculation against currencies inside the European exchange rate mechanism (ERM).

As a result the krone suffered a 5 per cent devaluation against other European currencies. The Oslo bourse closed up 28 points at 399.

The Norwegian central bank's decision brings the country into line with its neighbours, Finland and Sweden who abandoned fixed exchange rates in the autumn.

The central bank's overnight lending rate to commercial banks was cut to 11 per cent from 16 per cent.

The European Commission in Brussels said that it regretted the Norwegian move.

The krone was first pegged to the Ecu on October 15, 1990, within a margin of plus and minus 2.25 per cent from a fixed rate of Nkr7.9940 per Ecu.

Mr Hermod Skarland, the central bank governor, said the main reason for floating the currency was "the general lack of trust in fixed exchange rates on the markets".

At the time of the floating of Sweden's krona on November 19 an estimated Nkr51bn (25bn) flowed out of Norway and only about SKr1bn (1bn) returned but it was the onset of krone selling on Wednesday.

## Concern grows on single market weapons rules

By David White

NEW EC rules to prevent a weakening of controls over exports of militarily useful goods are not expected to be ready in time for the start of the single internal market on January 1.

Concern is growing that free movement of goods within the EC will enable "dual-use" items (having both civilian and military applications) to be exported via members such as Greece and Portugal with the least rigorous controls.

The Brussels-based Union of Industrial and Employers' Confederations of Europe (Unice) said yesterday it was anxious to see free movement of these goods within Europe and a harmonised system of external border controls, but did not expect an early EC agreement to implement such a system.

The UK is due to put compromises to an EC Council high-level working group on Monday. The issue was discussed recently between Unice representatives and Mr John Meadoway, head of the export trade division at the UK Department of Trade and Industry.

A confidential minute raised

## Britain and Spain rejoin final sprint for 1993 legislation

By Andrew Hill in Brussels

BRITAIN, which holds the EC presidency, has rejoined the leading group in the final sprint to put single market legislation into place before January 1.

Figures published by the European Commission yesterday will spare Britain potential embarrassment at today's Edinburgh summit. They show that the UK is no longer among the Community's legislative laggards. On the other hand, Italy and Belgium are still among the slowest to pass single market legislation through their national parliaments.

The triumphant opening of the single market at midnight on December 31 is one of the aims of the British presidency, and EC leaders meeting in Edinburgh are certain to declare that the market is effectively complete, in spite of loopholes caused by delays and political compromises.

The leaders will also have to admit that one of the single market's principal objectives - the lifting of border controls on people - will not be fully achieved until the end of 1993.

that forced the central bank to act.

Mr Torje Osmundsen, director at Norway's employers' association, Noho, said one explanation for the market pressure on the krone in recent days stemmed from the fact that "the markets cannot distinguish one Nordic economy from another".

Norway is one of the few countries in Europe to meet the tough financial convergence requirements set out in the Maastricht treaty for European economic and monetary union, with a manageable budget deficit and public sector debt as well as low inflation and relatively low interest rate levels.

Mr Osmundsen said the floating of the currency was a "very natural adaptation" since Norway's main trading partners - Britain, Sweden and Finland - had all abandoned a fixed exchange rate for their currencies.

The central bank tried to defend the fixed exchange rate of the Norwegian krone against severe pressure by increasing its own overnight lending rate to 16 per cent and limiting commercial bank access to its own overnight borrowing facility.

But these measures failed to normalise conditions on the markets. The central bank governor said he had come to the conclusion that a further rise in interest rates would not have stabilised the situation either.

## Yeltsin in people power gamble

The Russian president hopes he still has the common touch, writes Leyla Boulton

**M**R Boris Yeltsin, the Russian president, looked unhappy yesterday as he stood on an improvised podium in the Moskva car assembly factory. Earlier, he had thrown down the gauntlet to the country's parliament and embarked on an openly populist campaign to win support for a referendum on who rules Russia.

Appealing to the people is a road Mr Yeltsin, a master of the popular touch and the first directly elected leader in Russian history, has travelled before. But this time it is a final gamble: obtaining support for deeply unpopular reforms, or abandoning them to a populist Congress of People's Deputies.

His speech at an impromptu rally at the Lenin Komsomol

Car Plant (AZLK) was vintage, if somewhat subdued. Yeltsin, defiant, with a touch of humour.

"No reform... has ever been carried through to the end in Russia," he said, referring to Russian reformers Peter the Great and Peter Stolypin. Denouncing the congress as "full of Communist party apparatchiks" opposed to reforms, he said that ordinary people in contrast had understood the changes undertaken by Mr Yegor Gaidar whose rejection by parliament sparked yesterday's declaration of war on the congress.

As he met with the people in an industrial suburb, Moscow truck drivers lined the Kremlin's lorries and some 5,000 people attended a rally in support of the Russian leader. But

the mixed response from the hundreds of car workers who flocked to see the president also illustrated the fragility of the support he can expect.

Despite earning four to five times more than most Russians, industrial workers' support for Mr Yeltsin, like that of their managers, is partly a function of help given to individual plants by the government.

**T**eachers, doctors, bureaucrats and pensioners may be less generous towards him.

The reservations attached to the supportive messages delivered by two of the workers who spoke at the rally also echoed the message of the centrist Civic Union with whom the government had been negoti-

tating. "Your aim is splendid but change your tactics," said Mr Sergei Novopolsky, a metal worker, who urged the president to protect the country from the mafia and to stick to his promise to index billions of roubles of savings.

"If life improves just a little bit, people will support you wholeheartedly," said Mr Anatoly Ribakov, whose attack on the street traders who have become a daily source of irritation for Muscovites sparked the greater applause.

None dared vote against the president in a show of hands called for after the event.

However, most of the workers interviewed in a random survey said that they would probably opt for Mr Yeltsin if forced to choose between his

reforms and the congress. "Since Gaidar started the reforms, let him continue them."

"We're young and we've got life ahead of us, and that gives us something to look forward to," said Sergel, 22.

But some workers also played either the confusion, or angry indifference born of economic hardship which may outweigh traditional respect for the country's "khozain" (boss) in a referendum.

An older woman in the crowd who declined to be named said: "I only rely on myself."

"I've become so nasty with what's going on that I hope you foreigners who are robbing the country will leave," without substantiating her outburst.

## Appeal to Bonn on solidarity pact

By Christopher Parkes in Frankfurt

THE Bundesbank yesterday appealed to the Bonn government to restore business confidence and bring public spending and deficits under control with an early and convincing end to discussions on Chancellor Helmut Kohl's projected solidarity pact.

Mr Ottmar Issing, a member of the central bank's policy making central council, told a conference that business confidence in the economy had deteriorated to a level not seen since the 1970s.

Earlier in the day the bank had eased its tough monetary policy, but stuck firmly to its refusal to lower interest rates.

Announcing the decisions, Mr Helmut Schlesinger, the Bundesbank president, referred pointedly to federal and regional budget deficits as he declared there was still no room for rate cuts.

The central bank's target

France's central bank yesterday announced a slight easing of its money supply target for next year, to take account of an expected small pick-up in economic growth, writes William Dawkins in Paris. The new range for growth of the M3 measure of broad money will be between 4 per cent and 6.5 per cent, said Mr Jacques de Larosière, governor of the Banque de France. M3 is set to grow by 6 per cent, right at the top of its 4 per cent to 6 per cent target for 1992, which Mr de Larosière attributed to a rise in savings.

He stressed that the central bank's policy objectives would continue to be to defend the franc's stability and to control inflation, but that enlargement of the M3 target was justified to give "every chance" for an economic recovery.

range for growth in the M3 measure of money supply of between 3.5 and 5.5 per cent was increased to 4.5 and 6.5 per cent. This won support from industry and government, according to Mr Theo Waigel, finance minister, as it took into account current recessionary trends in the west and would guarantee sufficient liquidity for recovery in the east.

Mr Johann Bekhoff, secretary of state in the economics ministry, said he was glad special factors such as developments in eastern Germany had been taken into consideration.

The decisions would allow room for growth while maintaining stability, he added.

Anticipating further overseas criticism, Mr Ekkhoff said complaints that German rates were too high were unfounded.

Mr Schlesinger said inflation was still too high and there was no room for reducing rates.

Mr Issing added that recent low wage settlements - which should help bring inflation down - showed a "clear correction" in the right direction. However, Mr Schlesinger pointed out that high interest rates were not yet having the desired effect on the public sector deficits.

Private sector economists, who had forecast an upwards shift in the M3 range, said the bank appeared to have set the stage for both growth and interest rate cuts.

The effects of the economic slowdown, combined with falling import prices, lower pay claims and a decline in underlying inflation are widely read as signs that rates will start to fall in the new year.

The key element, yet to fall into place, is Chancellor Kohl's mooted "solidarity pact" between all levels of government, opposition, unions and employers which aims to encompass commitments to public spending cuts.

Another factor is control of monetary growth which the central bank believes fuels inflation. An expected fall in demand for money next year, thanks to recessionary tendencies, coupled with the higher target range for M3 is likely to lead to a substantial narrowing of the gap between the Bundesbank's ideal rate of monetary growth and the actual figure.

M3 expansion has outstripped targets every month this year. In October the annualised rate reached 10.3 per cent but will fall clearly below that in November, according to Mr Issing.

Mr Ulrich Hamm, chief economist at Commerzbank, said he had been convinced by recent pay deals of around 3 to 4 per cent marked a new trend, and suggested that the Bundesbank would reduce the internationally important Lombard rate from today's 9.5 per cent to 7 per cent by the end of next year.



Greek Orthodox priests among a crowd of about 1m people who took to the streets of Athens yesterday in a protest calling for the EC not to recognise Macedonia

## Million Greeks protest over Macedonia

By Laura Silber

MORE than 1m Greeks gathered in Athens yesterday to demand that the international community withhold recognition from the former Yugoslav republic of Macedonia unless it changes its name.

The crowd carried banners and shouted "Macedonia is Greek, Learn Your History" and "Macedonia has been Greek for 3,000 Years".

Greece fears unrest if its

neighbour is recognised as Macedonia. The unease is fanned by the former Yugoslav republic's adoption of the Macedonian star as its emblem.

Greece has blocked recognition of the republic on the grounds that the name Macedonia is exclusively Hellenic property and implies territorial pretensions on its own northern province of Macedonia.

Macedonian leaders say the blocking of recognition has increased instability in the for-

mer Yugoslav republic. If Greece continues to block recognition, they plan to take their case to the United Nations.

The Macedonian parliament yesterday postponed a decision on changing the name of the republic in order to gain international recognition.

Yesterday's parliamentary debate was an effort to push European leaders to grant Macedonia diplomatic recognition at the Edinburgh summit.

A European diplomat yesterday said he did not expect formal recognition of Macedonia by all EC members at Edinburgh. But "recognition is still possible on an individual basis or Macedonia will present its case to the UN."

Greece is maintaining an unofficial blockade of Macedonia, holding up deliveries of oil. "We are facing a complete blockade. We are blocked by the sanctions against Serbia to the north and Greece from the south," said Mr Nikovski.

Lord Owen told the select committee yesterday that the strength of the world is not limitless and the strengthening of military action might be necessary, "he said.

Lord Owen said enforcement could still be achieved through negotiation but if flouting the ban continued "despite constant warnings, we would be forced to enforce it".

Enforcement of the no-fly zone was the only military option the international community should be considering at the moment, but it had to retain the option of force to bring about a settlement in

the former Yugoslavia.

Mr Malcolm Rifkind, UK defence secretary, cautioned yesterday over military measures to enforce the no-fly zone. He told Nato colleagues that any action against Serb helicopters or aircraft could endanger UN troops on the ground.

British officials indicated that the position was broadly supported by other allies.

They added that no proposals had been put forward by defence ministers on new ways of resolving or containing the Bosnian conflict.

US officials said yesterday it was unlikely that Washington would earmark military units for peacekeeping.

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Mr Sefters denounced the DA as a neo-Nazi organisation particularly active in eastern Germany.

Police immediately launched raids on the homes and offices of an estimated 300 members in Berlin, Brandenburg, and Saxony, in the east, and Hesse, North Rhine-Westphalia and the Rhineland-Palatinate in west Germany.

The organisation was to contest local elections in east Germany, and propaganda documents, as well as a motley arsenal of weapons such as a sawn-off rifle and a starting pistol, were seized in the raids.

## UN may enforce no-fly zone, says Owen

By Sheila Jones in London and David White in Brussels

MILITARY action may be needed to enforce the no-fly zone over Bosnia if efforts to secure compliance through negotiation fail, peace mediator Lord Owen said yesterday.

Mr Radovan Karadzic, the Bosnian Serb leader, had been warned that if his forces continued to flout the no-fly zone, imposed by the United Nations last October, the UN security council would be called on to consider enforcement. Lord Owen told a UK parliamentary

select committee in London.

"The patience of the world is not limitless and the strengthening of military action might be necessary," he said.

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## Italy moves on plan to shake up civil service

By Quentin Peel in Bonn

HUNDREDS of police in six German states raided the homes and offices of suspected neo-Nazis yesterday, as the government stepped up its crackdown on racist violence and right

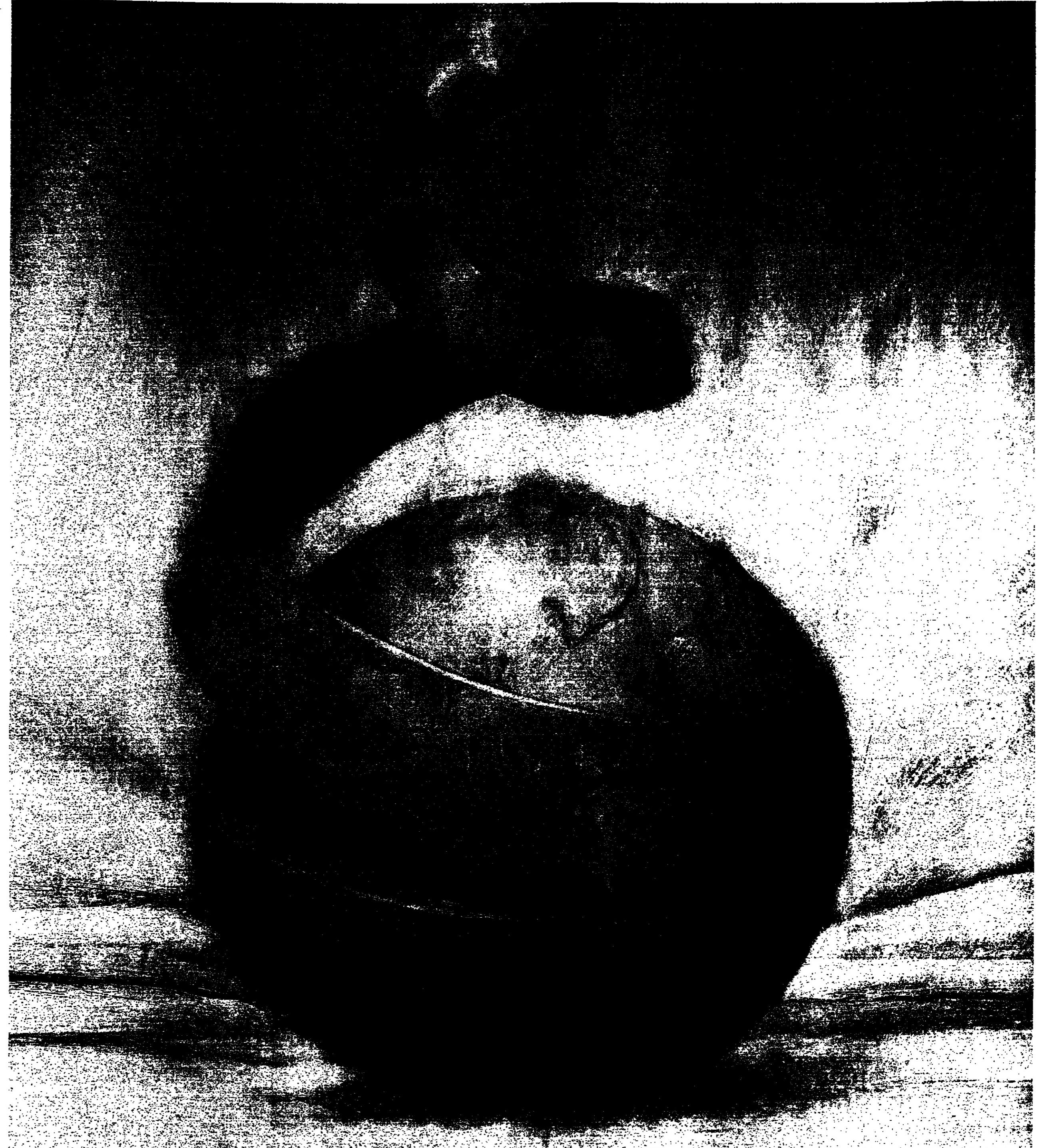
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## NEWS: INTERNATIONAL

# Rao outlaws five religious militant groups

By Stefan Wagstyl and Reuter  
in New Delhi

INDIA yesterday acted further to suppress riots which have swept the country since Hindu militants stormed the Ayodhya mosque, though the death toll continued to mount.

The government last night outlawed three Hindu groups - the militant Rashtriya Swayamsevak Sangh (RSS, or

National Service Corps) and the Vishwa Hindu Parishad (VHP, or World Hindu Council) as well as the nationalist Bharat Dal.

An official in Delhi said the ban followed their participation in Sunday's attack. Two Moslem fundamentalist groups, Swayam Sevak and Jamiat-e-Islami, were also prohibited. All five were accused of "promoting disharmony or

feelings of enmity, hatred or ill-will between different religions."

The move follows a pledge by Mr P V Narasimha Rao, prime minister, to place a ban on religious militant activist groups. He has not yet indicated how he plans to fulfil a second commitment, to rebuild the Ayodhya mosque.

Speaking before the bans were imposed, Mr Rao said

reports indicated "a perceptible change for the better" in communal unrest. Mr Rao pledged that the crisis would not derail the country's wide-ranging economic reform programme.

"The speculations that the reforms are being shelved are absolutely unfounded."

Sunday's assault on the mosque in Ayodhya, northern India, took place during a mass rally organised by the militant

Hindu Bharatiya Janata Party, the main opposition party. Mr L K Advani and Mr M M Joshi, the two top BJP leaders, who are under arrest for allegedly inciting religious conflict, were yesterday remanded in custody for a week.

By late yesterday 90 people were reported to have been killed, according to the Press Trust of India, up from 750 on Wednesday.

# US hopes for quick fix meet Somali reality

By Julian O'Connor  
in Mogadishu

THE US plunged into the labyrinthine and unstable world of Somali politics yesterday when it brokered meetings between two of Somalia's rival warlords.

Since the beginning of the military-humanitarian intervention Washington has said it was mounting a purely humanitarian operation in which would avoid playing a political role. Now, on day two of the operation, the US State Department has grasped the reality that a political solution is fundamental to ending starvation in the conflict-torn country.

It may be a move it will live to regret.

Complicated and bitter clan rivalries and a fiercely individualistic culture have fuelled the civil war. The four main clans in the country, which themselves divide into sub-clans, have forged militias and formed shifting alliances with the country's warlords.

The face-to-face meetings between Gen Mohammed Farah Aideed and Ali Mahdi Mohamed, who control different parts of war-blistered Mogadishu, will start today at the gutted US embassy. The talks will be attended by Mr Robert Oakley, US ambassador-at-large, and will be the first since the two men started fighting each other last November.

The US will guarantee the security of today's talks and act as broker to a settlement which has eluded the best efforts of the United Nations for more than a year.

Somali political experts agree that reconciling Gen Aideed and Mr Mahdi - who claim allegiance from two different sub-clans of the Hawiye clan, the Habir Gidr and the Abgal - is the critical first step to a wider national reconciliation. Both men claim to be the genuine legitimate leaders of the United Somali Congress, the politico-military movement which forced former dictator President Mohammed Siad Barre out of power in January 1991.

Once the split in the USC is repaired it will then be possible to attempt to heal the internal divisions in other loose clan-based political movements before moving forward to a national conference to pave the way to an interim government followed by elections.

But the first step of the process will be difficult. The conflict between Gen Aideed and Mr Mahdi is largely a personal power struggle supported by their two sub-clans. The men hate each other and the bitterness of 13 months of brutal urban warfare will be near impossible to overcome. Many Somalis believe a solution will unfold only once the two warlords have withdrawn from centre-stage - a move unlikely to be considered by either man.

The clan have no fundamental political, ideological, religious, ethnic or linguistic differences. But there have been clan disputes through Somalia's history, often over water holes and pastures, scarce resources in a drought-plagued land.

A political solution will have to be based on movements representing the interests of the four leading clans - the Hawiye, the Darod, the Rahanweyn and the Isak.

"Clan divisions will never vanish. They are the nuts and bolts of Somali society. Therefore the world must work on that basis," says Dr Osman Guled, a political scientist visiting from Canada.

Dr Guled adds that the inclusion of powerful Somali merchants will be vital for a successful political process; as will working out a plan for the future equitable distribution of resources and territorial authority for each of the main clans.

Confidence building, establishing transparent, impartial and objective institutions of civil society, and getting reconstruction and development under way will also be vital. The process is bound to take a long time and the patience and resources of Washington, which is eager for a quick solution.



Mr L K Advani, a former BJP leader, talks to reporters after he was arrested and brought to a makeshift court in Akbarpur

are limits to our patience."

Mr Malkani said he regretted that the assault on the mosque was against the law. He also regretted the violence which has since swept India. But he accepted none of the responsibility. Instead, he blamed the government of Mr P V Narasimha Rao, the prime minister, and on the courts for repeatedly delaying settlement of long-standing Hindu claims to the Ayodhya issue.

He also blamed Moslems for allegedly promoting intolerance. "They smashed 3,000 temples (in the conquest of northern India). We want just

three back." The three are at Ayodhya, and at Mathura and Varanasi - two other Hindu holy cities where mosques stand on disputed sites.

Mr Malkani, who is 71 and has spent his life working for militant Hinduism, speaks like a man who knows that if the BJP cannot fire Hindu passions now, with the Ayodhya issue burning, perhaps it never will.

The BJP was formed in the early 1980s out of politicians linked to the Rashtriya Swayamsevak Sangh, the well-disciplined Hindu militant group which was one of three Hindu organisations banned last

night. It sought to offer an alternative to the dominant Congress (I) party. But it won just two lower house parliamentary seats in the 1984 general elections.

However, in 1986, Mr Advani began to fan the flames of the Ayodhya controversy. He also exploited growing disillusion with the Congress party's secularism which had united Indians during the struggle to build post-independent India but now seemed sterile.

He won particular support from upper-caste Hindus, some of whom felt they were losing status as economic modernisa-

tion opened more opportunities to the low-caste masses. The party's financial strength came from many small shopkeepers and tradesmen, who felt Congress pampered the big corporations at their expense.

The BJP tried to make its ideology coherent. Mr Advani said it was a "nation first" party. Ideologues explained India should reject secularism and become an overtly Hindu nation. Historians rewrote parts of India's past to emphasise, for example, the role of Hindu princes, instead of Moslems, in opposing British rule. Even maths was not spared -

the Pythagoras theorem was attributed in one BJP-sponsored textbook to Baudhayana, an Indian mathematician who allegedly discovered it 450 years before Pythagoras.

In last year's general election, the BJP secured 119 seats out of 543, making it the second largest party after Congress. It also won control of the state government in four states - the first taste of real power.

However, the BJP then lost ground. It was unlucky in being unable seriously to challenge Mr Rao's economic reforms - a key issue over the past 18 months. BJP leaders were early fans of economic deregulation but the prime minister stole their clothes. The party's clean image was sullied by divisions between leaders and a minor sex scandal. In governing states, it suffered from inexperience.

Moreover, even as they were woed by the cause of Hindu unity, Hindus could hardly forget their many differences - including caste, language, wealth and regional origin. Without Ayodhya, it was difficult for the BJP to offer enough to hold them together.

This autumn, when the Ayodhya conflict had temporarily gone quiet, an opinion survey showed just 14 per cent of those polled wanted Mr Advani as prime minister, against 49 per cent for Mr Rao.

Mr Pran Chopra, a leading political analyst, is convinced Mr Advani's rating has fallen further this week. "Ayodhya will damage the BJP's share of the total vote. The feelings of committed supporters may have hardened; but the party will lose mass support." Mr Chopra believes the voice of moderation will prevail - a view shared by other analysts.

## NEWS IN BRIEF

## Rioting spreads to Yemeni capital

RIOTING spread to the Yemeni capital Sanaa yesterday and police fired shots in the air and tear gas to stop hundreds of demonstrators reaching the presidential palace, Reuter reports from Sanaa.

Witnesses said rampaging crowds set fire to government-owned cars. Dozens were arrested and some were beaten by police before being put on trucks and taken away.

In Taiz, 260km south, security forces opened fire on rioters protesting at price increases on Wednesday, killing up to nine people and wounding 22.

The disorders were the worst in Yemen since the north and south merged in 1990. There was no immediate indication why the riots spread to the capital. Strikes and demonstrations to demand more pay and a price freeze on essential foodstuffs have dogged Yemen since unification.

Mr Malkani was outraged by the suggestion that Moslems were merely reacting to the Ayodhya assault. "They started this. Nobody is as patient as a Hindu but there

## UK-China talks make no progress

By Simon Holberton  
In Hong Kong

THREE days of talks between Britain and China about Hong Kong's future ended yesterday with the two sides still sharply divided on the issue of political reform and having made no progress on other matters.

The deadlock between the two was underlined by China's insistence that the Sino-British Joint Liaison Group (JLG) not issue a joint communiqué - a break with past practice - and by its reluctance to approve any agreements with the UK concerning Hong Kong.

Explaining Beijing's position, Guo Fengmin, the leader of the Chinese side, said: "The basic of co-operation between the Chinese and British governments has been severely undermined."

He again called on the British government to withdraw Governor Chris Patten's proposals for more democracy in the colony's 1995 elections. Only then could co-operation be restored, Guo said.

This autumn Dalkyo announced that the dream con-

cerned in the years of Japan's "bubble" economy was being postponed for at least a year and a half. Most local people believe the sand dunes near the city of Kanazawa will remain no more than that.

The resort plan was the most striking example of how Kanazawa became partly caught up in the bubble despite its deep-rooted conservatism. Now it is starting to feel the impact of the bubble's deflation and the economic downturn which has followed in its wake.

The spread of the downturn to the provinces is likely to be one of the main themes of the Bank of Japan's influential quarterly report on the state of the Japanese economy which is published today.

The report is likely to show that business confidence in the final quarter of the year reached lows not seen since the recession caused by the first oil shock almost a quarter of a century ago.

We do not insist that Mr Patten's proposals should form the sole basis of such discussions: we are prepared to discuss any aspect of this subject which the Chinese side wish and any ideas which they wish to put forward, as well as any areas where they feel Mr Patten's proposals might be contrary to the Basic Law."

He made plain that this offer could be taken up by the Chinese at any level. "I'm quite sure that Mr Patten and the British government would make every effort to solve this impasse," he said.

Mr Galsworthy said the atmosphere of the three-day meeting had been generally courteous. The Chinese, however, displayed "great rigidity" in their position on the substance of matters and there was "no progress to speak of".

The Hong Kong stock market

continued to be unsettled by the tension. The Chinese, however, displayed "great rigidity" in their position on the substance of matters and there was "no progress to speak of".

The report is likely to show that business confidence in the final quarter of the year reached lows not seen since the recession caused by the first oil shock almost a quarter of a century ago.

At the prefectoral government building in the centre of the city overlooking an avenue of trees, Mr Yutichi Nakamoto, who has been the governor of the Ishikawa prefecture for 30 years, said: "There was too much money around and people believed that whatever they produced would be sold because the economy had always grown so fast they could sell whatever they made."

Many in Kanazawa believe the bubble's collapse should mark a moral turning point back towards the values of thrift, hard work and self-sacrifice which most older people regard as the cultural roots of Japan's economic success.

Mr Hiroshige Hashiba, managing director of the Daiwa department store, Kanazawa's largest, remarked: "People got over confident. They thought because we had a huge trade surplus we could do anything. They thought that all this money gave them power, but actually it was just money going round and round."

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Most business leaders are increasingly pessimistic. They do not expect growth to return until the end of next year. Mr Koshihima explained: "The economy will probably not go down and down but it is probably going to stay very flat for a long time."

The local labour market is still very tight, with 145 job offers for every 100 job applicants, compared with a ratio of 30 to 100 in Tokyo. Yet in spite of this, the air of caution is

spreading into the high street.

Mr Hashiba at the Daiwa store which dominates the centre of the town, explained: "People are becoming much more choosy, buying a shorter coat for winter because it is cheaper, snub boots instead of knee-length boots. They are still spending but they are cutting back."

Daiwa's sales growth is slowing and retail sales in the region fell for the first time in September. Even the prefecture's tourist economy is being hit, with visits to the region's top six hot springs resorts down by 10 per cent.

Kanazawa watched the rise and fall of the bubble economy as a financial spectacle in the big cities which little concerned it. Its strength rests upon its world class manufacturing companies such as Tsukuda and Komatsu, the construction equipment manufacturers.

In the wake of the bubble's deflation the gyrations of the stock market can still provoke a sense of crisis in Tokyo. In Kanazawa there is quiet concern as its economy shrinks with companies producing and investing less, consumers spending and banks lending less.

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## US set to reclaim chip sales top spot

By Michio Nakamoto

**THE US semiconductor industry could reclaim top place in world market share this year for the first time since the Japanese took it over in 1985, industry analysts say.**

This expected reversal, the first in seven years, is a triumph for US efforts to boost its electronics capability; it comes as the US semiconductor market has grown while Japan's has shrunk.

This year, the US chip market is expected to have grown by over 15 per cent, with Japan's likely to have declined 10 per cent, according to Dataquest, the high technology consultancy.

Against this background, "you can easily draw the conclusion that US companies will gain share at the expense of Japanese companies," Mr Jim Eastlake, associate director of Dataquest in the UK, says.

Strong demand for memories and microprocessors from the personal computer market is why the US market has grown this year, he adds.

The US companies Dataquest expects to have increased market share are Intel, Motorola and Texas Instruments, numbers three, four and six in the 1991 rankings. NEC had top spot in 1991, where it has been since 1985, followed by Toshiba, Hitachi was fifth.

Intel, which is investing heavily in R&D and capital spending is likely to continue to grow, Mr Eastlake says. It is investing \$2.5bn (£1.6bn) in combined R&D and capital expenditure, more than the total such spending being undertaken by the top three European chip makers - Philips, Siemens and SGS-Thomson - and more than the entire revenue from semiconductor businesses for Phillips or Siemens in 1991.

R&D and capital spending by the top 10 Japanese chip companies totalled \$10.5bn this year, against \$2bn for Intel alone. NEC's R&D and capital spending was \$1.5bn, with 1993 Japanese spending expected to be flat.

Much the same as you, no doubt. Robin Lane Fox solves the mystery of British Rail and The Wrong Sort of Trees. Why did BR's top management try to conceal the origin of its fake fig trees? Who knew that £100,000 had been signed away for them? How did cash find its way to the middlemen in China who control the exotic trade in bogus silk leaves?

The Finance and the Family team analyses the stock market's best and worst performers of 1992 said.

## What is the FT getting up to this Weekend?

Philip Crowe discusses the Church of England's historic difficulties in relation to separation and divorce, and explains what he thinks Jesus really said.

Jancis Robinson completes her list of the best wine buys from the supermarkets

The FT music critics find something for (almost) everyone's stocking among the year's releases of compact disks

And so it goes on...

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## 'Rusty' Gatt talks run against the clock

By Frances Williams  
in Geneva

**TRADE** negotiators in the Uruguay Round of trade liberalisation talks are casting doubt on the feasibility of concluding a "political" package by the end of the year as had been hoped. However, they remain determined to finish the round before March when the US administration's negoti-

ating mandate runs out. Little progress has been made since the Uruguay Round resumed in Geneva on November 26, following the deal on farm trade between the US and the European Community. The US, EC and Japan have complained that trading partners have not shown the necessary sense of urgency.

"We have some difficulty putting the machine in motion; perhaps it has become too rusty," said a senior EC official. "It is looking increasingly difficult. A lot of issues are not close to being resolved," a top US negotiator confirmed.

The Geneva talks have been in abeyance for nearly a year while the two giant traders bargained over farm subsidies. The US and EC have also yet to present draft tariff sched-

ules reflecting their November accord, without which the hard bargaining on reducing tariff and non-tariff barriers to goods imports cannot begin in earnest. The EC schedule is due next Tuesday.

Negotiators agreed to seek a "political" conclusion to the round by Christmas - that is, to complete the package of fair trade rules covering 15 broad trade sectors and decide on

"the overall shape, content and value" of specific trade liberalisation commitments for goods and services. This would be followed by a few weeks of "tidying-up" work.

However, none of the remaining problems have been resolved. Battles lie ahead over Japanese rice and some other farm issues. In services, where the EC yesterday presented a revised liberalisation

offer, negotiators disagree on such key sectors as maritime transport, audiovisual services, telecommunications and financial services.

The US is unhappy with draft proposals to create a Multilateral Trade Organisation which would absorb the General Agreement on Tariffs and Trade and the proposed sister bodies on services and intellectual property.

## Steps to steel pact gather pace

**OFFICIALS** from about 30 countries were last night due to finish two days' talks on a multilateral steel agreement, the first negotiating meeting since negotiations broke up without a deal last March, writes Frances Williams in Geneva.

Countries are expected to agree further meetings in a bid to finalise a deal by next February, when the Uruguay Round of global trade talks is due to be concluded. But the US and EC remain far apart on how to treat steel subsidies and dumping in the proposed accord. The EC insists a deal must address the present state of US anti-dumping and anti-subsidy suits, while the US argues the MSA should apply only to future actions.

If agreed, the MSA would phase out steel tariffs over 10 years, scrap non-tariff barriers and outlaw direct state subsidies for steel production. But disagreements exist over how far indirect subsidies, and curbs on US recourse to anti-dumping and subsidy action, should be allowed.

### Eurofer in beam 'dumping' call

**Eurofer**, the European steel producers' federation, is to complain to the European Commission about alleged steel beam "dumping" by Hungarian, Polish, Romanian, Czech and Slovak manufacturers, writes Andrew Hill in Brussels.

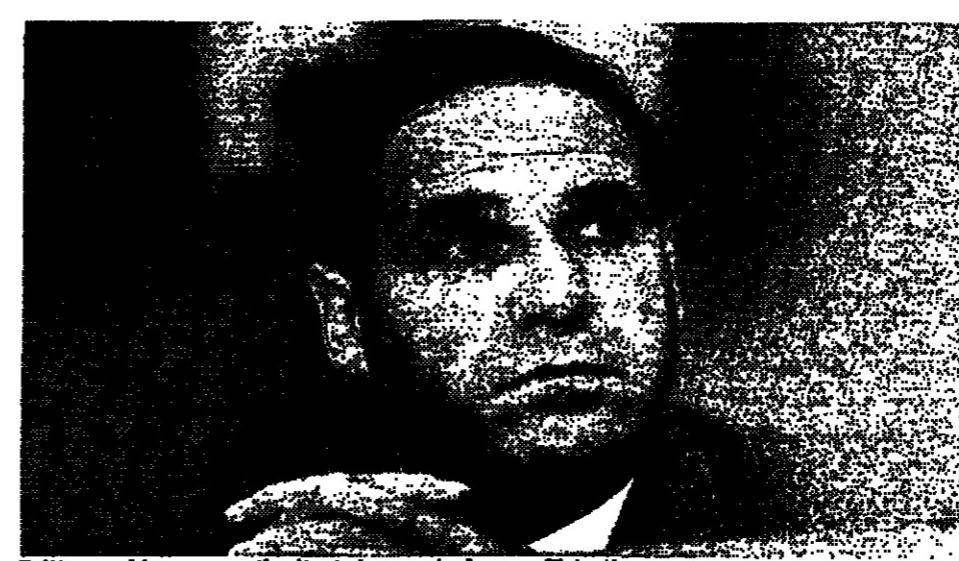
The Commission pledged last month to speed anti-dumping procedures to help the industry, hit by cheap imports from eastern Europe and the ex-Soviet Union.

### Taiwan pledge

**Taiwan's** China Steel, the island's largest steel maker, said yesterday it would invest T\$87.35bn (£1.75bn) to boost output capacity 43 per cent over the next five years, Reuters reports from Taipei. The company expects steel demand in Taiwan to rise by 1m tonnes a year over the next few years.

## Building faith in EC anti-trust system

Guy de Jonquieres and Andrew Hill on competition policy reform



Sir Leon Brittan: seeking more authority, to be exercised more efficiently

bilities should be transferred to an independent EC competition body.

Commission investigations into cartels, illegal pricing agreements and other monopolies cases rarely take less than 18 months, and often much longer.

At the same time, he promised to devolve to national authorities more responsibility for handling EC competition cases, and to accelerate Brussels' notoriously long-winded procedures for dealing with anti-trust cases which fall outside the merger regulation.

In theory, this last proposal could have substantial and immediate consequences for European business. It also represents Sir Leon's most concrete response yet to arguments that the Commission's methods are too slow and opaque, and that its respon-

the merger regulation that has prompted increased complaints about its shortcomings in other areas of competition policy.

The regulation is administered by a special task force, which must say whether it objects to a deal within a month after it is notified. If it does, it then has a further four months to make an in-depth investigation.

Sir Leon now proposes to extend this "two-stage" deadline system to the rest of the EC competition directorate's work. The new regime will start on January 1 for joint venture inquiries and on April 1 for all other types of case.

But will the roughly 100 Commission anti-trust experts

who will be charged with making the new system work be able - or willing - to deliver? Some outside experts say they detect evidence of bureaucratic resistance within the competition directorate.

In any case, the new deadlines, unlike those imposed by the merger regulation, have no statutory force. Sir Leon says that to make them legally binding would require extra cash and personnel which, he admits, EC governments are in no mood to provide.

Some lawyers in Brussels also believe the deadlines may increase still further the competition directorate's workload by encouraging more companies to submit proposed business agreements to the merger regulation.

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### LEGAL NOTICES

NOTICE OF MEETING OF CREDITORS

THE INSOLVENCY ACT 1986

DEALERT LIMITED

Company Number: 323500

NOTICE IS HEREBY GIVEN that a meeting of creditors will be held at 21 Corporation Road, London SW7 2BW on 15th January 1993 at 10.00 am for the purpose of considering a petition in respect of the above company filed in accordance with Section 106 and 107 of the said Act.

Creditors holding to value of the sum of £100 or more in respect of the debts of the above company are entitled to attend the meeting.

A list of the names and addresses of the company's creditors will be available for inspection at the above address on 11th December 1992 and 14th December 1992 between the hours of 10.00 and 16.00 hours.

Dated this 7th day of December 1992

Mark Lock, Director

### COMPANY NOTICE

THE ROYAL BANK OF CANADA

U.S. \$300,000 Floating Rate

Debenture Notes due 2006

NOTICE IS HEREBY GIVEN that for

the period commencing on

1st December 1992 and ending on

1st March 1993 inclusive, Coupon

Rate 28.25% per annum. Coupon

Rate 1.00 nominal.

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ROYAL BANK OF CANADA

EUROPE LIMITED

### COMPANY NOTICE

FONDO DE INVERSIONES DE VENEZUELA

In relation to the privatization

of the La Rinconada Racetrack, the Venezuelan

Investment Fund (Fondo de Inversiones de Venezuela)

announces that the deadline for

the submission of the

information and documentation

required to be part of the

registry of interested investors,

has been extended until

January 22, 1993, 5:00 p.m.

For additional information,

please call the following

telephone numbers:

(582) 806-5975

(582) 806-5971

(582) 806-5905

(582) 284-0653

(582) 284-1357;

or Fax:

(582) 83-9169

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## NEWS: THE AMERICAS

# Go-ahead for new taxes in Brazil

By Christina Lamb

in Rio de Janeiro

THE Brazilian government has won its first round in the battle to introduce a long-awaited fiscal reform, with the approval by a congressional commission of a project to bring in new taxes.

After a month of negotiations over a government proposal, the all-party commission finally reached consensus late on Wednesday night on introducing new taxes on financial transactions (including 0.25 per cent on all cheques), corporate assets and fuel, to raise an estimated \$9.5bn (£6.3bn). They

also agreed on setting up special tribunals and lifting banking secrecy for suspected tax evaders. The project allows for state companies to be declared bankrupt.

The reform is crucial to help cover a \$13bn hole in next year's budget and allow re-establishment of talks with the

International Monetary Fund over a new accord. Tax revenue have fallen 3 per cent in real terms over the past two years and even this year is estimated at 6.55bn.

The project must now go to Congress, where it needs to be approved by votes in the lower and upper houses. Mr Roberto

Freire, leader of the government in Congress, said yesterday: "The commission's approval gives us the conditions to reach a consensus in Congress."

The financial markets reacted positively to the news, with the main São Paulo index rising 3 per cent by lunchtime.

## Monster teaches Brazilians the future can be different

Christina Lamb on hopes for an old steelworks

C SN "has taught the country to think big", boasts the corporate video for Brazil's state-owned National Steel Company. A clanking monster of pipes and chimney stacks belching out thick grey smoke over the vale of Volta Redonda, CSN was Brazil's first industrial plant, built in 1946, and symbolises the country's remarkable postwar industrial growth.

Two years ago, CSN almost closed, shattered by years of political interference, price controls and a bated and militant workforce, and drained by subsidised sales to the car industry in the 1970s, which cost an estimated \$10bn (£6.5bn) and left the company with huge debts.

In the past few months, the company has taken on a new symbolism. It is to be sold off in less than two weeks in Brazil's largest privatisation to date, and the CSN auction has become the first real test of how far President Itamar Franco is committed to modernisation.

Mr Franco's nationalistic leanings have raised doubts that the \$1.6bn sale will proceed on December 22. But Mr Roberto Procopio Lima Neto, CSN's president, insists on the necessity. "The survival of the company depends on privatisation," he told a recent meeting of creditors and clients.

Built during the second world war with American help, in exchange for the use of airbases on Brazil's north-eastern coast, CSN is the biggest and most modern integrated steelmill in Latin America. Steelmaking capacity has been boosted from 85,000 to 4.6m tonnes

tonnes of liquid steel and 4.1m laminated hot steel.

Although a recent \$800m capitalisation by the government has reduced the company's debts to \$1bn, new money is desperately needed to carry out a \$1.4bn investment programme to maintain technology, improve quality and meet environmental regulations. CSN imports coke, for example, because it cannot raise the \$60m needed to overhaul its coke plant.

Since being privatised last year, Usiminas

is the biggest and most modern integrated steelmill in Latin America. Capacity has been boosted from 85,000 to 4.6m tonnes

tonnes, another Brazilian steel producer and its main competitor, has taken 5.7 per cent of CSN's market and largely blocked off the important Argentine market by purchasing a stake in Somisa, the Argentine steel distributor.

Mr Sidney Henriques, assistant to CSN's director of operations, says: "As a private company, Usiminas is far more agile, while we're still in the straitjacket of the state. If I want to buy anything, even photocopying paper, I have to tender for bids."

Usiminas' success has contributed to a remarkable change of mentality among the workers at CSN, historically a hotbed of militancy.

An army battalion is stationed nearby to put down any strikes and a plaque inside the plant commemorates the death of three workers shot in 1988 when the military was sent in to break up an occupying

strike, a cause célèbre of the Brazilian left. Yet in union elections in July the moderate Força Sindical won on a pro-privatisation platform.

Mr Luiz de Oliveira Rodrigues, new president of the metalworkers' union, explains his own conversion: "We brought intellectuals here for debates and could find no compelling argument against privatisation." He adds: "If there's a business opportunity in Chile, it takes us 35 days to get permission to travel. At Usiminas it's just one call and they're on the aeroplane."

Enthusiasm for privatisation has been sweetened by a scheme to offer 10 per cent of the shares to employees at a 70 per cent discount and a further 10 per cent at minimum price.

The workers' pension fund plans to acquire a further 15 per cent. Mr Jose Marcus, who has worked for the company for 22 years and has applied for the maximum 454,000 shares, says: "I'm very happy. I'll have as many shares as the president and will be rich and live in five-star hotels."

The residents of Volta Redonda are less sure. Transformed by CSN from a rural coffee region into a metropolis of 400,000, the city clearly is dependent on the plant; the fear of lay-offs hangs heavy in the air. Recent municipal elections were won by an anti-privatisation candidate. Mr Luiz de Oliveira, a doctor and local councillor, says: "CSN has a social debt to this city. It has left a legacy of poor housing for workers brought in for expansion, and owns a third of the land. Who knows what will happen if it is in private hands?"

It is still unclear what decision President Franco will reach. As one of the generation which saw CSN as a symbol of industrial might, he has made clear his reservations about the sale.

But this week he received union leaders asking for it to go ahead. Meanwhile, he has called for a new evaluation and, aware of the repercussions of cancellations among investors, has promised that if the sale is delayed, he will immediately set a new date.

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# Lamont rules out early UK rate cut

By Emma Tucker and Ivor Owen

**MR NORMAN Lamont, chancellor, yesterday ruled out an early cut in UK base rates after a Treasury report noted flickers of economic recovery.**

In the first of its monthly monetary reports, the Treasury highlighted a string of positive signs on the economy, including stronger retail sales and money supply growth, but said these stood in contrast to depressed consumer and business confidence.

The report part of an initiative to remove some of the secrecy surrounding economic

policy making, said consumer spending showed "no signs of weakening following sustained growth in the money supply since July."

Speaking after the report was released, Mr Lamont said it was right to be cautious on interest rates while the economy was showing "encouraging signs", but warned against over-optimism. "It is always extremely difficult to spot the turning-point and we have had some false dawns before, as the world well knows," he said. "We have seen narrow money move to the top of the target range and I think it is right to be cautious."

The report pointed to upwards trends in retail sales, car registrations, exports and imports but also highlighted less promising signals. Unemployment would continue to rise for the near future and there was still no sign of a recovery in the housing market.

Although the report drew no conclusions on whether the economy was recovering, Mr Lamont said there was "no doubt" the country was benefiting from the recent reduction in interest rates. The full effect of the cuts on mortgage interest rates would become apparent in January when the reduced charges began to apply for owner-occupiers whose repayments changed only on an annual basis.

Mr Lamont was enthusiastic about prospects for UK exports to the US. Emphasising that recovery was "strongly under way," in the US, he pointed out that a bigger proportion of British exports went to that market than those of any other EC country.

Others were surprised at Mr Lamont's caution on interest rates. "Had the Treasury suggested that their inflation target was under threat, or that prospects for growth have improved dramatically, then this would cast doubt on the scope for further rate cuts.

They did not say that," said Mr Michael Saunders, UK economist at Salomon Brothers.

Economists, who had been hoping for more commentary and analysis, said they were disappointed with the report. "It doesn't really get us any closer to Treasury thinking," said Mr Roger Bootle, chief economist at Greenwell Mountagu.

THE government yesterday removed another plank of state support from trade unionism by announcing the withdrawal of financial aid for secret ballots and trade union training, writes David Goodhart.

Although the sums of money are not large – unions received £1m last year for ballots and £2m for training – the announcement is another blow to union hopes of opening a dialogue with the government and re-establishing some national influence.

Although Mrs Gillian Shephard, employment secretary,

## City faces insurance blow from terrorism

By Richard Lapper

UP TO A third of property in the City of London could be without insurance protection against terrorist attack within weeks if it emerged yesterday.

The Corporation of London, which owns between a quarter and a third of all property in the City, said it will be unable to obtain cover for terrorism after its commercial insurance policy expires later this month.

"The impact could be devastating," said Mr Bernard Hartley, chamberlain at the corporation, the city's local authority.

But Mr Hartley said that he had been hopeful that some protection could be obtained – even though insurers announced in November that they were unlikely to cover bomb and other terrorist damage in 1993.

The corporation's insurers told him yesterday, however, that their own "reinsurance market had evaporated" and that cover would therefore not be available.

News of the corporation's problems emerged amid indications of stalemate in negotiations between the insurance industry and government over the issue.

So far the government has resisted demands from the Association of British Insurers (ABI), the industry's trade association, that it extend the arrangements currently in force in Northern Ireland to the mainland in the wake of the IRA's current bombing campaign.

Over the last 20 years the authorities have paid out over £800m to the victims of bomb damage in the province.

"It would be quite wrong for insureds to underwrite a risk which they cannot adequately lay off. This is a political risk and not something that business should be expected to pay for by itself," said Mr Mike Jones, ABI chief executive.

To complicate matters the ABI has dismissed efforts of insurance brokers and industrial risk managers to find a compromise solution, which might be more appealing to the government.

The Association of Insurance and Risk Managers in Industry and Commerce (Aircim), which represents risk managers at over 300 UK companies, has proposed the formation of a terrorism insurance pool financed jointly by industry and insurers and reinsured by the government. Mr Jones said the idea was "severely flawed".

• Ten people were injured yesterday as two bombs exploded in Wood Green Shopping City, a north London shopping centre. Commander David Tucker, head of Scotland Yard's anti-terrorist branch, said: "I have no doubt this is the latest in the IRA mainland campaign."

## Funding withdrawn from union ballots

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Although Mrs Gillian Shephard, employment secretary,

has spoken of the "war" with the unions being at an end, the government has continued taking the axe to union-supported institutions such as the former National Economic Development Council.

The employment bill, likely

to become law early next year, continues that policy.

It proposes to abolish Wages Councils, which set minimum wages for 2.5m workers and will also abolish the duty of Acas, the government conciliation service, to encourage the extension of collective bargaining.

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## Coal is most expensive fuel for generators says watchdog

By David Lascelles and Deborah Hargreaves

**PROFESSOR Stephen Littlechild, the electricity regulator, provoked a storm of criticism yesterday with publication of a report which concluded that coal was the most expensive fuel for power generation.**

The report, deliberately brought forward to coincide with the debate about the future of coal, marks a serious setback for the coal lobby as it fights the threat from competing fuels, mainly gas. But its main conclusions were immediately rejected by the power generation industry.

Mr Colin Webster, commercial director of National Power, said he was "utterly amazed" by Prof Littlechild's findings, which he described as "nonsense and tendentious. We believe he has done his calculations quite wrongly."

These views were echoed by Mr Ed Wallis, chief executive of PowerGen, the second largest generator. He sent a letter to

Prof Littlechild accusing him of putting together a rushed report which failed to reflect the true position of the industry. "He seems to have conducted an analysis based on a wide margin of error," said PowerGen.

British Coal, which has claimed that it is "being unfairly squeezed out of the market by the 'dash for gas,'" said: "It has to be of concern to the regulator that a large generation company is questioning his analysis."

The Department of Trade, which is reviewing energy policy, said it would take account of Prof Littlechild's conclusions but declined any detailed comment.

Prof Littlechild's main finding was that electricity companies had not breached their duty to buy electricity as economically as possible in signing up for new gas-based deals. But to reach this conclusion he had to calculate the relative contract price of different fuels. He gave these yesterday as 3.2p per kilowatt hour for

coal, 3p for nuclear and between 2.7p and 3p for gas.

National Power said the correct figure for coal was 2.72p.

Prof Littlechild received a welcome from his report from the electricity distribution industry, whose members were relieved by his conclusion that they had purchased power economically, and that the "dash for gas" was acceptable.

Gas producers supported the report as evidence that the UK's gas lobby is beginning to be heard. "Frankly, it's very helpful," said Mr Tony Craven-Walker, chief executive of Monument Oil and Gas. "It's good to see someone standing up for gas."

Monument involved in a \$2bn project to develop four oil and gas fields in the Liverpool Bay area which is dependent on PowerGen getting approval for its Connah's Quay gas-fired power station.

British Gas's reaction to the report was low key. "This doesn't change anything we've said in the past," it said, "we'll look forward to further findings at the end of January."



Hungarian Gabor Nagy (centre), the first soldier from a former Warsaw Pact country to receive military training in Britain, rehearses at the Royal Military Academy, Sandhurst, for the sovereign's parade. About 15 per cent of the officer cadets are from overseas and soldiers from 18 countries will graduate at the parade today

Photograph by Glyn Gemin

## Industry panel likely to give downbeat forecast

By Peter Marsh, Economics Staff

THE Treasury is expected today to receive a downbeat view about growth next year from a special panel of industry representatives.

The group brings together senior Treasury officials with about 10 people from business, together with a top civil servant from the Department of Trade and Industry. It adds up to an intriguing experiment by the Treasury in trying to gain economic insights by mixing

the often highly diverse cultures of Whitehall and the business world.

The panel includes the chief economists of ICI, GKN, BP and RDTZ – four of Britain's biggest companies – as well as a representative from one of Britain's biggest suppliers of double glazing.

The Treasury's economics prospects group was set up earlier this year to strengthen the department's contacts with industry and help improve the accuracy of the Treasury's forecasting.

It is separate from another Treasury

panel – also named this week – which is also concerned with economic projections but which mainly comprises economists from specialist forecasting groups.

Mr Kevin Mahon, managing director of Caradon Everest, the double-glazing subsidiary of the MB-Caradon building products group, and a panel member, said the meetings were a useful step to improve the dialogue between Whitehall and the business world. He said Treasury officials were "trying hard to learn the language"

of people who work in industry.

Also expected at today's meeting is Mr Ivan Bradbury, chairman of Interconnection Systems, a manufacturer of printed circuit boards based in South Shields, near Newcastle-upon-Tyne, and Mr John Duff, strategy and business development director at the UK subsidiary of IBM, the international computer company.

The economic prospects group is part of a broad effort by the Treasury to develop more open approach to policymaking.

## Heathrow rail talks stall

By Richard Tomkins, Transport Correspondent

TOP-LEVEL talks at the Department of Transport failed to resolve an impasse over funding the 2300m Heathrow Express project yesterday, but further meetings are planned in an attempt to thrash out a compromise. No dates have been fixed.

Plans for the 16-mile rail link between Heathrow airport and central London are threatened by a bitter dispute between British Rail and BAA, the airports group, over who is responsible for undermining the project's viability.

BAA said British Rail was asking too high a price for the use of its tracks into Paddington station. British Rail said the line will boost BAA's profits at Heathrow and the

company should subsidise it.

The opening of the line was originally due in 1994, but has already slipped to 1997 and could be delayed further.

• The row over new pay and conditions for British Airways staff based at Gatwick continued yesterday.

Unions said they would ballot members because staff face pay cuts averaging 25 per cent or redeployment within the airline and reinsurance by the government. Mr Jones said the idea was "severely flawed".

BA said talks were still continuing and that ground staff had been offered a 20 per cent cut with a lump sum in compensation of up to £14,500, or could remain on their existing scales.

Cabin crew who refused to pay cuts could transfer to flights out of Heathrow.

## Firms fall short of audit rules

By Andrew Jack

MANY accountancy firms are failing to comply with the audit requirements introduced last year, the first annual report of their self-regulatory body shows.

Only 11 of the 158 audit firms so far randomly inspected passed all 13 tests devised by the Department of Trade and Industry and the Joint Monitoring Unit, the regulatory body jointly-owned by the three UK chartered accountancy bodies.

The findings come in a confidential internal report due to be sent today to Mr Michael Feselmeier, head of the Joint Monitoring Unit.

The unit visited 291 firms in the 12 months to September – in line with its targets – of which 142 were to prepare for which were not competent.

secretary, for consideration by officials before publication next week.

The report stresses that most of the 10,200 registered firms have taken steps to comply with the audit regime introduced in October 1991, and that it is too soon to make a definitive statement on the quality of work carried out. But the Joint Monitoring Unit unearthed widespread failures in systems and procedures which the regulations require, which will fuel criticism of the quality of auditing.

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**Toyota reveals names of key European car parts suppliers**

By John Griffiths

TOYOTA, Japan's largest car maker whose UK factory near Derby goes on stream next week, will be spending £100m a year with parts suppliers within a 50 mile radius of the plant as soon as output hits 100,000 cars a year, it said yesterday.

The extent of the planned boost to the local economy surrounding the £700m facility at Burnaston was disclosed as the identity of some of the key UK and Continental European component suppliers to the venture became known.

Hitherto, Toyota has been reluctant to name its principal suppliers. Out of a total of 160 UK and Continental European-based suppliers, around one half are located within the UK.

The most prominent among these, it is now known, are British Steel (raw steel supplies), PPG 123 and DAC (paint), Lucas Industries (electrical components), GKN, Albion Pressed Metal and Cambridge Engineering (pressings and welded assemblies, and additionally GKN for drive train components), Birkby Plastic and Plastic Omnium (plastic parts), Rockwell Colde (exhausts), Tenneco Walker (exhausts), Triplex (glass), Pirelli and Dunlop (tyres).

The components are destined for the Corolla E, the upper-medium saloon model which Toyota Motor Manufacturing (UK) will build at Burnaston and for which there is a 50 per cent "local" European content by mid-1993. By mid-1995 Toyota intends to lift local content to 80 per cent.

Mr Bryan Jackson, TMUK's director of corporate affairs and human resources, said that no increase in the number of European suppliers would be involved in reaching the higher European content.

Leading German suppliers are Thyssen (steel), Herberts (paint), Alfred Teves (brake components), Gerlach-Werke (engine parts), ZF (steering), Ymos Metallwerke (door frames). Leading French suppliers are Solac (steel), Philips (audio equipment), Valeo (lighting). Italian companies involved are Teksid (castings), Speedline (wheels) and Michelin (tyres). Successful Spanish-based companies include Iberica (suspension parts), Delco and Robert Bosch (engine parts).

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## PEOPLE

### Granada recruits PW partner

Gerry Robinson, chief executive of Granada, who last week confounded the City by returning a 129 per cent increase in profits, has put in place the last element of a senior management reshuffle by bringing in Henry Staunton, (right), a 44-year-old senior audit partner from Price Waterhouse, as his new finance director.

The Staunton appointee is very much in the Robinson mould - relatively young, and with the accountant's training the aggressive new chief executive, who also has an accountancy background, seems to favour. The other major recruit to the board this year was the controversial choice of 35-year-old Charles Allen, an accountant with no television experience, to head Granada TV.



Staunton joined Price Waterhouse from university 22 years ago. While acknowledging the unusualness of the move, Robinson believes that "switching at this stage into commerce from the professions, he will bring a real freshness" -

countering any scepticism on that front with a simple "you haven't met him".

He also points out that Staunton, who is currently responsible for the audit of the Granada Leisure division, knows Granada very well, having been involved in a series of projects dating back to the period of the failed Rank bid in 1986.

He replaces Graham Wallace, who had been in the position of finance director for three years, and who has recently been put in charge of Rental, Granada's largest division.

"Graham was looking for a job in line management and clearly the opportunity to run the largest division - and a very financially-driven business - was very attractive," Robinson explains.

#### Finance moves

■ Sreten Bakovic has stepped down from the CITY MERCHANTS HIGH YIELD TRUST in order to concentrate on his other commitments within INVESCO MM Management.

■ Denis Long has been appointed general manager of Ak International Bank; he moves from Credit Lyonnais.

■ Kenneth Quinn has been appointed finance director of WISE SPEKE (HOLDINGS);

he moved from Exco International.

■ Richard Rhodes, formerly head of fixed interest division at Warburg Securities, has been appointed to the board of BRITANNIA BUILDING SOCIETY.

■ Tony Richards, formerly head of gross funds division at Quilter Goodison, has been appointed a director of HENDERSON CROTHSWAITE.

■ Sandy Geddes, formerly general manager of Philadelphia National Bank's

London branch, has been appointed director, banking of RGA BROTHERS.

■ Mark Hedderwick, md of Adam & Company Investment Management, has been appointed a director of ADAM & COMPANY GROUP.

■ Martin Rose, a former senior legal adviser to The Securities Association and latterly with the corporate department of Linklaters and Paines, has been appointed director in charge of compliance at SMITH & WILLIAMSON.

JFB chairman

Johnson & Firth Brown, the metals and engineering group, yesterday announced the appointment of Martin Llowarch, 57-year-old former chief executive of British Steel, as non-executive chairman. Described by colleagues as "easy to get along with - but tough", Llowarch surrendered his position as Sir Bob Scholey's heir apparent last year, following reported differences over strategy. JFB, which is facing severe pressure on margins, will offer Llowarch the opportunity to use his skills as a ruthless cost-cutter. "When I go to sleep at night," he once said, "the last word I say to myself is 'competitiveness'."

Llowarch is also non-executive chairman of Transport Development Group, and a non-executive director of Abbey National and Hickson International.



Two of the UK's biggest actuarial firms have announced the appointment of new senior partners. Duncan Ferguson, 50, (left) becomes senior partner at Bacon & Woodrow at the end of 1993, taking over from Colin Lever. Ferguson is head of the group's insurance division and a member of its management group. Ferguson worked with Metropolitan Life in South Africa and Eagle Star in the UK before joining Bacon & Woodrow in 1988. He is vice-president of the Institute of Actuaries.

Howard Gracy will be the new senior partner at R Watson & Sons from May 1993. Gracy, now 57, has been a partner at Watson since 1971 and is currently chairman of the Association of Consulting Actuaries. Recently he has been head of the firm's pension practice and is a past president of the Pensions Management Institute.



### Harding and Chapman join L&G

Sir Christopher Harding, the former chairman of British Nuclear Fuels and long-time Hanson director, continues to add to his impressive display of non-executive directorships. Only a week after joining the board of the General Electric Company, he has been made a non-executive director of Legal & General.

Sir Christopher, who resigned from BNFL in June, is one of two new L&G non-executive directors. The other, Honnor Chapman (below), is a partner in Jones Lang Wootton, the chartered surveyors, and governor of the Centre for Economic Policy Research.

Not surprisingly for a big institutional investor active in the corporate governance debate, L&G's non-executive directors - accounting techniques often confused investors. Moreover, this creative approach helped delude companies about their true exposure to a possible downturn and encouraged them to take greater risks.

Property group Rosehaugh was one of the most commonly associated with off-balance-sheet finance - the removal of assets and liabilities from the balance-sheet to reduce the ostensible gearing. Rosehaugh went into administration last week.

Another recent example of how numbers can mislead is provided by Trafalgar House, the property-to-shipping conglomerate. Trafalgar had to restate its 1990-91 pretax profits of £122m as a loss of £8.8m. This followed a ruling by the Financial Reporting Review Panel, the accounting watchdog, that property write-downs should be taken through the profit and loss account rather than reserves.

While the sector has largely faced up to the slump in values of the past three years, there is still much concern among investors about non-property companies with heavy property exposures which have not yet reflected the full fall in values in their assets. When County NatWest, the investment house, conducted a survey of these companies last summer, it concluded that many had "yet to face up to reality".

The recurring themes of the accounting treatment of property are off-balance-sheet finance and changes in the



In the search for scapegoats for the property slump, accountants are among the prime suspects. Creative accountancy allegedly contributed to the sector's collapse which, to add insult to injury, is now generating substantial fees for accountants' receivership practices.

This argument should not be taken too far. It was, after all, the banks - which base their lending decisions on far more than published accounts - which financed the sector's reckless expansion in the late 1980s. And the misinterpretation of accounts often reflects as badly on their readers as on their creators.

Nonetheless, the use of creative - though entirely legal - accounting techniques often confused investors. Moreover, this creative approach helped delude companies about their true exposure to a possible downturn and encouraged them to take greater risks. Property group Rosehaugh was one of the most commonly associated with off-balance-sheet finance - the removal of assets and liabilities from the balance-sheet to reduce the ostensible gearing. Rosehaugh went into administration last week.

Another recent example of how numbers can mislead is provided by Trafalgar House, the property-to-shipping conglomerate. Trafalgar had to restate its 1990-91 pretax profits of £122m as a loss of £8.8m. This followed a ruling by the Financial Reporting Review Panel, the accounting watchdog, that property write-downs should be taken through the profit and loss account rather than reserves.

While the sector has largely faced up to the slump in values of the past three years, there is still much concern among investors about non-property companies with heavy property exposures which have not yet reflected the full fall in values in their assets. When County NatWest, the investment house, conducted a survey of these companies last summer, it concluded that many had "yet to face up to reality".

The recurring themes of the accounting treatment of property are off-balance-sheet finance and changes in the

FINANCIAL TIMES FRIDAY DECEMBER 11 1992

## PROPERTY

### Creative collapse

Vanessa Houlder on how numbers can mislead



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The frequent absence of annual valuations or when assets are valued by directors rather than independent valuers is another problem arising from the treatment of property in accounts. This has been a particular concern in the building sector, where hundreds of millions of pounds have been wiped off the value of land over the past three years. Developers "are just scratching the surface of their problems," said County NatWest.

New accounting standards that will be introduced early next year will tighten up the treatment of property in accounts. But to many investors, this is too little, too late.

Rosehaugh's extensive use of off-balance-sheet finance gave it a reputation for obfuscation. "However hard one pores over yesterday's results, there are few financial things as out-

illustration of the ambiguity of reported profits. In its accounts for 1989-90, Rosehaugh included £23.5m of interest "receivable" from its associates. In fact, much of the interest was not received in cash and was later waived.

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# ECUADOR

Friday December 11 1992

An ambitious plan aims to make tourism the country's number one industry; Page 4

**While the new administration's economic reforms have had some success, the foreign debt burden, proposed EC trade barriers and a fragmented congress mean that Ecuador's way forward will be long and hard. Sarita Kendall reports**

## In for a rough ride

THE government of President Sixto Durán Ballén has moved quickly on its election pledge to modernise the Ecuadorian economy. But as a result in the four months it has been in power, the administration has been buffeted by dozens of strikes and by protests from squatters throwing rocks. It has stumbled to find a coherent political voice and narrowly escaped losing two ministers to a Congress hungry for impeachment.

All of this is standard fare in Ecuadorian politics, but the fact that the government, in which businessmen are spearheading the programme of economic reform, was not even granted the normal honeymoon period is an indication of how great a struggle the modernisation process will be.

In spite of the optimism that accompanied the changeover from military to civilian rule in 1979, Ecuador lost ground during the 1980s: income per capita dropped by 7.5 per cent and at the end of the decade some 60 per cent of the population was living in poverty.

The oil boom of the 1970s, administered by the military, had provided new roads, schools, hospitals and power stations, but the subsequent price slide of crude combined with a heavy foreign debt left the nation stranded in the same inertia as many other Latin American countries.

out through the port of Guayaquil – an enclave where customs inspectors fear to tread. This and other ports are on the government list for modernisation and a switch to a concession system has been proposed.

Geography also dictates presidential formulae: Mr Durán Ballén is the highlander (although actually born in Boston), while vice-president Mr Alberto Dahik represents the coast.

They appear complementary in other ways too. The president's 71 years and consensus-seeking concern is offset by Mr Dahik's young aggressive economic expertise. However, in discussions behind the scenes the president is reportedly no soft-hearted granfathers.

The previous administration – Mr Rodrigo Borja's social democratic government – began to open up the economy and liberalise trade over the past year, but it also bequeathed a significant budget deficit of 7 per cent of gross domestic product.

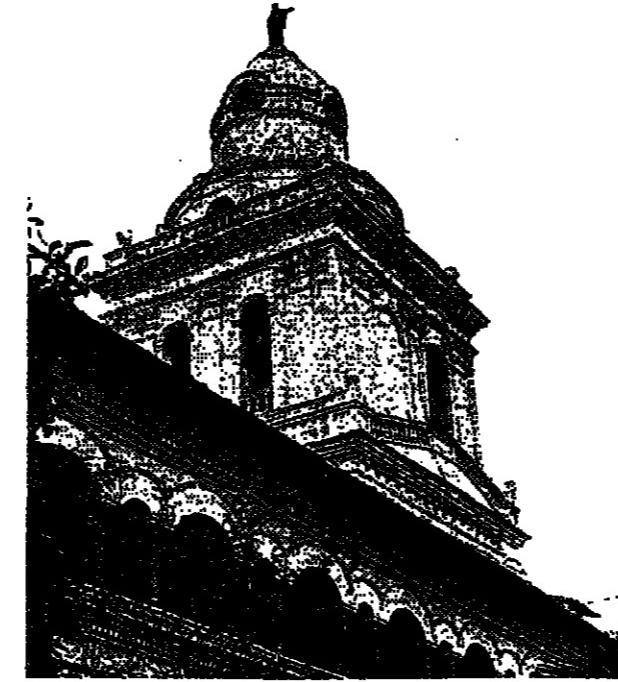
The new administration has launched a predictably unpopular "macroeconomic stabilisation plan" designed to cut the 52 per cent annual inflation rate, control public spending and replenish Ecuador's international reserves, which had fallen to \$22m.

At the same time the government has promised a package of structural reforms to reduce the size of the public sector, improve services and redirect funds into areas of social priority.

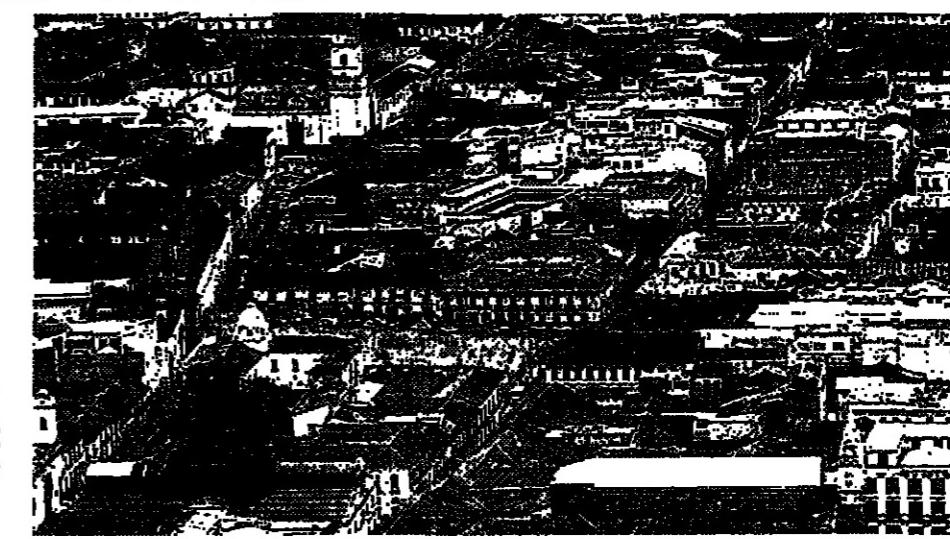
However, to carry through these reforms, which involve privatisation, attracting foreign investment and undoing interminable red tape, the government must cajole a fragmented congress into passing large volumes of legislation.

With the two government parties – the president's Republican Union and Mr Dahik's Conservative Party – between them lacking even 25 per cent of the legislature, Mr Durán will have to persuade other right-of-centre groupings to vote for official policy.

He has moved quickly. At the beginning of the four-year term, when future candidates



The president, as seen by cartoonist Pancha of the Quito newspaper, *El Comercio*



Quito's San Augustin monastery (above) and the former colonial district of Quito (below); a legacy of debt and poverty means that success for the four-month-old administration's ambitious modernisation programme will not be achieved easily

are as yet unconcerned about their electoral image, there is a better chance of getting their backing: Congress passed the first important government-sponsored law – changes in the regulation of the budget – two weeks ago.

Many more legal reforms are still to come: these include privatisation, tax (including foreign investment), oil contracts, property rights, the stock

exchange and public sector contracting procedures. Mr Dahik says he expects most of these to go through by next August.

But the government is already tackling other problems such as the \$12.5bn foreign debt, which includes \$3.7bn in arrears. Talks with the commercial banks start this month and Ecuador will be negotiating for a global but realistic solution.

Although the government has a strong economic policy, however, many cabinet members lack political experience. Instead of wooing the public and Congress and stressing the long-term effects of the structural reforms, the government has floundered in a mix of sometimes contradictory expla-

nations about privatisation, creating uncertainty and exacerbating strikes and protests.

The launching of a development strategy with the emphasis on social measures should help redress the balance – austerity has left the government little to spend.

"The priority in social policy is to lower inflation and have

economic growth," said Mr Pablo Lucio Paredes, general secretary of the National Development Council. "The role of the state will be first to regulate markets and ensure competition, and secondly to have social programmes – for example, health and drinking water services – as well as justice and defence."

However, critics of the path chosen by the government argue that such policies are misguided in a country where more than half the population is outside the market, with low productivity, minimum education and no capacity to save, and the modernised industrial and agricultural sector is over-capitalised, over-protected and extremely inefficient.

Mr Dahik is sanguine. "It may not be the most efficient private sector but it is much better than the state."

Since the relatively benign military dictatorships of the 1970s, the armed forces have maintained an important role in Ecuadorian society. The army has shares in companies ranging from aviation to ecotourism.

"This began because the army needed certain supplies such as shoes, and also wanted to help industry take off when there was a weak business spirit," said retired general José Gallardo, the minister of defence. "Now we want to strengthen private shareholders – perhaps even privatise some companies completely – and reorient our resources."

In foreign relations, the government has already taken important steps towards free trade with Colombia and Venezuela and has begun negotiations with Chile. But while it is strengthening regional trade links, Europe and the US are still its main markets. As such, concerns are mounting over proposed EC import barriers to banished total exports of which brought in \$715m last year.

While a longstanding border problem with Peru eased after talks between the two presidents, guerrillas and drug traffickers have been under pressure in Colombia and Peru, and moving into frontier areas.

Continued on Page 4



## In The Middle Of The Financial And Commercial World

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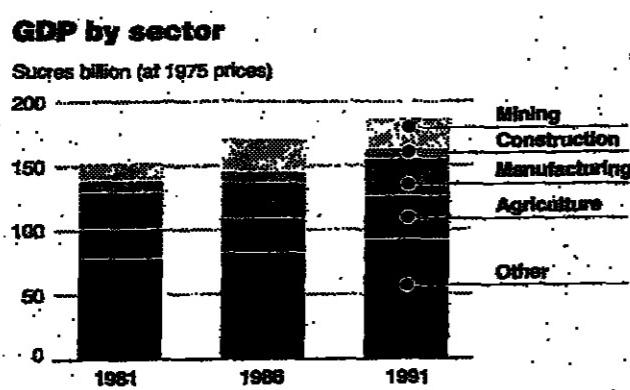
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## ECUADOR 2

The stabilisation plan aims to reduce the budget deficit and keep inflation at under 30 per cent

### Measures are having some success



**THE ECUADOREAN economy,** which derives nearly half of fiscal income and 45 per cent of export earnings from oil, has been through a few sharp ups and many downs in the past 10 years.

Underlying problems include chronic budget deficits and inflation, deteriorating wages and an increasing concentration of income, low domestic and foreign investment, corruption and inefficiency in the public sector. Successive attempts to stabilise the economy by the past three governments have barely scraped the surface.

However, the new administration's macroeconomic plan has found favour with bankers and appears to be producing results.

The sucro was initially devalued by 35 per cent and then allowed to float between 1,700 and 2,000 to the dollar, with the central bank intervening to keep it below 2,000. The idea is to boost exports and reduce expectations of further devaluations, while allowing an ample margin for price adjustments.

Launched on September 3, the stabilisation plan's measures also included:

- Freezing of recruitment in the public sector – a significant saving in a country where new governments normally add several hundred to the existing number of civil servants in order to pay off political debts.
- These and other measures are designed to bring the budget deficit down to a manageable level and keep inflation under 30 per cent next year.
- Although the monthly inflation rate shot up immediately after the plan was launched, it fell back to 1 per cent in November, to the relief of eco-

nomic authorities. International reserves have more than tripled to \$800m since September, helped by the fact that importers had stocked up earlier in the year.

However, the immediate inflationary costs of stabilisation are clear and the government has so far done little to mitigate them. It will be difficult to keep annual wage increases down to the 30 per cent level.

The next stage of the plan's extensive restructuring and privatisation and is one of the main elements of the mod-

ernisation policy. The public sector is involved in some 170 companies, many of them originally privately owned and propped up by the state when they collapsed.

Although a detailed strategy is still being drawn up, Mr Pablo Lucio Paredes, of the National Development Council, outlines three main areas for privatisation:

- First, state shares in relatively small companies such as the National cement works, the Hotel Colon and some banks, will be sold through the stock exchange in a matter of months.
- The second group, consisting of medium-sized companies in state hands – for example the Aztra sugar refinery and the Selva Alegre cement plant – are also relatively short-term, uncomplicated cases.
- The third group, the state monopolies, will require special legislation. Each case in this group will be handled individually but the government has already made it clear that virtually everything – apart from a few "strategic" companies – is on the table.

In principle, the government plans to offer foreign investors the same conditions as national

tricity, the ports, water provision, the main airline and even the politically controversial Social Security Institute, are included. Nearly all of these organisations need large investments and new technology and some may be broken up into several smaller companies.

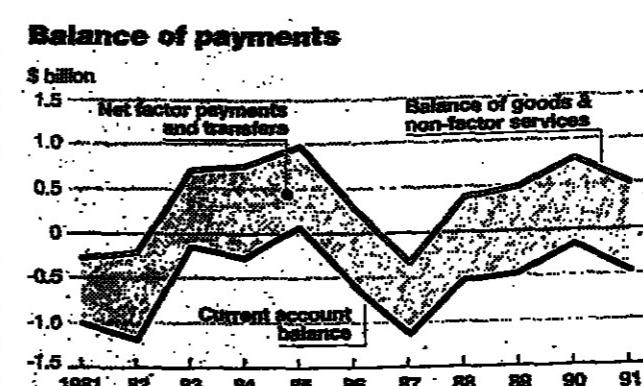
The Quito and Guayaquil stock markets, as yet very small, could be in for a boom. "The first phase of privatisation represents companies with \$200m-\$250m in state shares," said Mr Edison Ortiz, president of the Quito stock exchange.

"It is important that all the dealings should be absolutely transparent."

This will help open up the market to more people. Investors here think stocks are just for the rich. Foreign participation is allowed but it has not developed."

Although foreign investments have remained under \$80m a year recently, the privatisation programme is already attracting interest from the US, Japan and the EC.

In principle, the government



This means changing the tax system, removing restrictions in sectors such as telecommunications and streamlining regulations.

One new area of special interest is mining – although the country has rich gold and other mineral deposits, invasions by prospectors and inadequate legislation have deterred foreign companies.

"When we have the framework and the regulations ready, investment will come," Mr Paredes said.

Mr Paredes is less confident about the question of labour:

tisation and deregulation. "There are too many contradictory laws and rules, we need fewer, clearer ones. Every piece of paper is a potential for corruption."

A new anti-corruption unit is to investigate cases speedily and ensure charges are brought.

The cornerstone of the strategy to rationalise public spending emerged with last month's budget law.

Although it did not go through congress exactly as drafted, the law stops a multitude of special allocations to individual institutions and allows the minister of finance to control outgoings. The government also plans to strike at hidden subsidies, such as long delays in paying bills for public services.

The next three months will be crucial, both for the start up of the privatisation programme and for the effects of the stabilisation plan.

Economic growth for 1992 is expected to be around 2.5 per cent and next year's figure may be lower – barely level with the population growth rate of 2.2 per cent.

But for the moment the government has made inflation its primary target and, judging by the remarkably quick deceleration in the cost of living, it seems to be having some success in this area.

Sarita Kendall

**BANANA** production, the cornerstone of Ecuador's agriculture, is facing change. Not only are exports threatened by European restrictions, but domestic overproduction, the Sigatoka disease and low per acre productivity will also demand action by producers.

Last year Ecuador produced a record 3.5m tonnes of bananas. The increase over previous years (3m tonnes in 1990 and 2.5m tonnes in 1989) is largely due to new plantations started in 1980 and 1981 – when banana prices rose – and which have now come into production. These largely unauthorised plantations are ballooning the supply and depressing prices.

Of great concern to Ecuador is the reform of the European Community's banana import regime with proposals to impose a banana import quota of 2m tonnes next year and tariff on "dollar bananas" imported from exporters from Latin America of up to 70 per

## AGRICULTURE

### Banana trade faces an uncertain future

cent. Ecuador last year exported 2.7m tonnes of bananas worth nearly \$800m.

Restrictions would affect a large percentage of Ecuador's banana exports. Approximately 40 per cent of the fruit it produces is sold to the EC.

While the spread of the Black Sigatoka disease, which has endangered the tropical fruit for some time, has been halted, it is not likely to be eradicated. Measures introduced by the French Institute of Fruit and Citrus Investigations, part of an aid programme of the French government

have had much success in combating Sigatoka, but have not been able to eliminate it completely.

The productivity of Ecuador's banana fields is below that of its world competitors. While the productivity in Honduras is 2,800 boxes per hectare and 3,000 in Costa Rica, Ecuador merely produces 1,400 boxes per hectare. Yet lower overall costs make Ecuador competitive internationally.

To give producers an incentive while continuing to protect consumers, the government is to implement a price

reform of the principal agricultural goods whose prices have so far remained fixed.

Supply and demand will determine the prices of sugar, rice, maize, soya, milk and barley within a certain parameter set by the ministry of agriculture. The bottom end of the price bracket will ensure farmers a minimum revenue. When prices hit the top end, distributors are allowed to search for cheaper imports on the international market.

The importance of coffee and cacao, which cover nearly a third of the area sown with

primary agricultural products, is likely to decrease. Given low prices and an over-supply of coffee on world markets, agriculture minister Mr Mariano Gonzales Portes has indicated that some of the coffee cultivations will eventually have to be replaced with other crops.

In spite of a sugar cane production of over 3.5m tonnes annually, Ecuador has had to import sugar this year. Producers hope to cover domestic demand next year but need considerable credits from the Andean Development Corporation to do so.

Few major crops have seen their production increase significantly recently. One exception is the soya bean; its production has nearly quadrupled in the past years and is expected to grow in the future.

One of the reasons producers have not been able to significantly increase the yield of their crops in past years, says Mr Gonzales, has been the lack of sufficient investment in agricultural research. Only 0.3 per cent of gross domestic product has gone into agricultural research in the past years, he says.

The government plans to reverse that trend and, with the help of the Institute of Agricultural Investigations which became autonomous only in July, intends to promote new and higher-yielding agricultural products. INIAP has recently developed a new type of yuca whose yield is three times that of the traditional type when processed into flour and 10 times as high when processed into starch.

The institute also engages in other activities, such as giving technical advice to indigenous groups in the central province of Chimborazo on the cultivation of quinua.

The government is to implement a price reform of the principal agricultural goods whose prices have so far remained fixed.

In the past two-and-a-half decades the amount of land used for livestock production has more than tripled to nearly 5m hectares, which is part

of the traditional crop quinua. This cereal, grown by the Incas centuries ago, has a high nutritional value.

Although a promising crop, the efficient commercialisation of quinua is difficult, says Mr Gonzales, because of the unattractive size of landholdings in the areas in which quinua is grown.

Land holdings in the mountainous Sierra region are much smaller than in the coast and are typically used for subsistence farming.

Thirty per cent of land holdings in the Sierra are classified as small (10 hectares or less), while 52 per cent are medium sized (10 to 100 hectares) and only 18 per cent are more than 100 hectares. Land holdings in the coastal provinces of Manabi, Guayas, and Los Rios are generally larger and used in commercial monoculture, such as banana, cacao or coffee.

A large potential for growth lies in Ecuador's horticulture, according to Mr Gonzales, especially tropical fruits but also flowers which have found an increasingly strong market in the US and Europe.

Yet the volatility in the production of such fruits for the export market is exemplified by the banana fruit. Production in 1987 reached 3,834 tonnes but then steadily declined over the years and in 1991 equalled only 500 tonnes.

Explains Ecuador's dazzling rate of deforestation. Settlers continue to slash-and-burn as a way to clear areas of forest on which to grow beans and maize for one season before turning it into pasture.

The most rapid expansion of pasture has occurred in the coastal areas, especially in the province of Esmeraldas where huge tracts of land have been cleared by settlers as well as lumber companies. In the Sierra the increase of pasture is more due to the abandonment of agricultural activities.

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The rapid expansion of the fishing industry needs to be checked

### Survival of stocks a concern

THE threat to stocks caused by the unchecked growth of Ecuador's fishing industry over the past 20 years is giving fishing authorities and the government increasingly bad headaches.

Earlier this year 14 especially equipped boats – mainly Japanese and Korean – began fishing for squid off the coast of Ecuador. "There has been no study of this resource ... we can't allow commercial exploitation without finding out how this will affect the resource and other species," said Mr Gustavo Gonzalez, under secretary for fisheries. Squid fishing has been stopped, pending the results of a study being carried out with Japanese help.

Concerns focus on the survival of sardines, mackerel, anchovy and other stocks. "We're going to remodel fishing policy," said Mr Gonzalez, "aiming for a sustainable use of resources, imposing closed seasons and restrictions."

Independent experts agree that a revaluation of policy is long overdue but doubt whether the government will be willing or able to enforce licences, strict quotas and other measures required for effective management. Apart from the lack of funds for field trips and resource studies, policing the fishing force all along the Pacific coast would be virtually impossible.

Shrimp farming – a profitable business which has turned shrimps into Ecuador's third export earner – is a case in point. Although the government has banned the cutting of mangroves to make way for new ponds, shrimp farmers

who travel the winding channels of the Guayas estuary say that deforestation continues, often in full view of the authorities. Sometimes an outer band of mangroves is left as cannon-fodder.

Shrimps farms cover large areas of land with relatively low investment in infrastructure. The country has over 120,000 hectares of ponds, many of them extending over 10 hectares or more.

Yields are low compared with south-east Asia, where farming is much more intensive.

Land along the tidal flats is cheap and the climate perfectly suited for two or more shrimp harvests a year. Earnings for 1991 reached \$491m and, in spite of a drop in international prices, this year's figure is running close to the same level.

Over two thirds of exports go to the US and most of the remainder to Spain and France.

However, even shrimp farmers have problems: "I wouldn't choose to invest in shrimps if I were starting up now," said Mr Fernando Felix, who has 30 hectares of ponds. "Devaluation has benefited the exporters but not the producers and our costs – pumps, seed, fuel – have gone up a lot. The profit margin has dropped for below what it used to be."

An outbreak of modern piracy in the Gulf of Guayaquil – once sailed by British and Dutch pirate ships – has also

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## ECUADOR 3

**Stephen Fidler looks at moves to reduce the debt overhang**

## Relief not without a price

THE Ecuadorian government and most of its creditors agree on one thing: a resolution to the country's foreign debt problem will not be possible without debt relief.

Ecuador's foreign debt as a ratio of gross national product is the highest among the larger debtors in South America - 120 per cent. While far below the levels of many debtor countries in Africa and war-torn Nicaragua, the ratio is higher than Bolivia's 100 per cent and double that of Peru.

Because it makes only partial payments on that debt, the interest burden has in recent years been at levels comparable with most heavily indebted Latin countries at around 15 per cent of exports.

Nonetheless, the country suffers from a "debt overhang", a debt burden so high that its sheer size inhibits investment and blocks growth.

The previous government's unwillingness to seek a more permanent solution to the debt problem "has represented a high cost to the country because it has inhibited incoming capital and the repatriation of capital by Ecuadorians", according to Mr Alberto Dahlk,

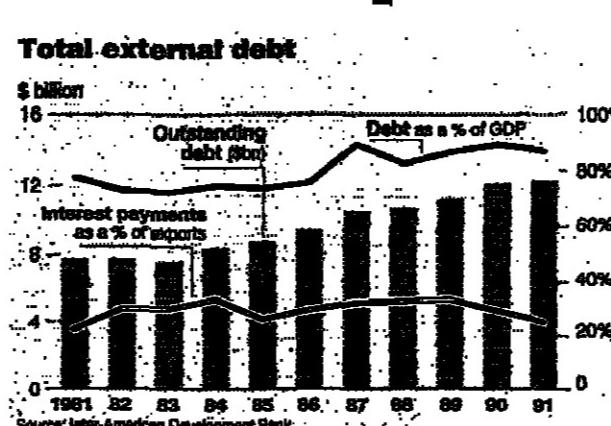
the country's vice-president. "This has put the country at the margin of international capital flows that have benefited other Latin American countries after they reached agreements with their creditors," he said.

The government appears determined to reduce the overhang, and as a signal of this is starting talks with bank creditors led by Lloyd's Bank of Britain in early December in New York.

"Of course we can't pay it; we need debt relief," said Mr Dahlk, who is playing an important role in shaping economic policy. The government was prepared to "use all possible mechanisms and be flexible," he said.

With the example of Mexico before them, it is not conventional wisdom in Latin American countries that the confidence effects of a debt relief deal are an essential part of an economic reform programme.

But unlike in Mexico - which never missed a scheduled interest payment - and as in other countries such as Argentina, a bank debt relief programme under the Brady plan may lead to an increase in



actual debt servicing, even though scheduled debt servicing fails. This is almost certain to happen in the short-term as debt service arrears - according to the government, a total \$3.7bn of an overall \$12.3bn

and tackling internal opposition, bankers say there are other difficulties facing a government which they believe genuinely wants to deal with the debt issue.

With a bank debt of since July has probably contributed to a fall in the price of the bank debt in the secondary market to around 27 cents on the dollar. The price peaked in the low 30s in mid-year amid expectations that the incoming government would rapidly move to settle its foreign debts.

These enhancements are usually made up of funds from the international financial institutions - the Interna-

tional Monetary Fund, World Bank and Inter-American Development Bank - together with other resources a government can pull together from its own reserves.

The government is embarking on talks with the IMF on what may be a two-year stand-by loan, expected to be agreed early in the new year, after which World Bank and IADB funds may fall into place, and a rescheduling from the Paris Club of creditor governments may take place.

However, reserves with which to finance enhancements are not large. After falling earlier this year to near crisis levels, they have since increased four-fold to \$750m. Indeed, the fall in reserves appears to be why the government has not been able to make an interest payment to banks since July.

The government has in recent years been paying in interest repayments, \$140m a year to banks equivalent to 25-30 per cent of that falling due.

The lack of a payment since July has probably contributed to a fall in the price of the bank debt in the secondary market to around 27 cents on the dollar. The price peaked in the low 30s in mid-year amid expectations that the incoming government would rapidly move to settle its foreign debts.

This is in spite of problems within the Andean Pact - the recently revived trade group which brings Ecuador

together with Peru, Bolivia, Colombia and Venezuela.

Problems arose partly because of the breakdown of diplomatic relations between Venezuela and Peru due to the suspension in April of the constitution by Peruvian President Alberto Fujimori. From the Ecuadorian perspective, the pact improves Ecuador's negotiating position.

According to government officials, a priority is Chile, a country with which trade has traditionally been light. While the two economies are not seen as natural partners, they

are said to complement one another.

Another reason to move ahead with the lifting of trade barriers was the level of illicit cross-border trade that is already taking place.

Official figures suggest Ecuador's exports to Colombia in 1991 were \$31.9m, about 2 per cent of total non-petroleum exports, and imports of \$84.5m. Yet smuggling is so widespread, the actual trade may be as much as four times higher.

Stephen Fidler

Andes mountains if Amazon production goes above 400,000 bpd.

But it is not clear how far the government will go on privatisation, given the strength of the oil trades unions, the convenience of a state income and the nationalism attached to oil issues.

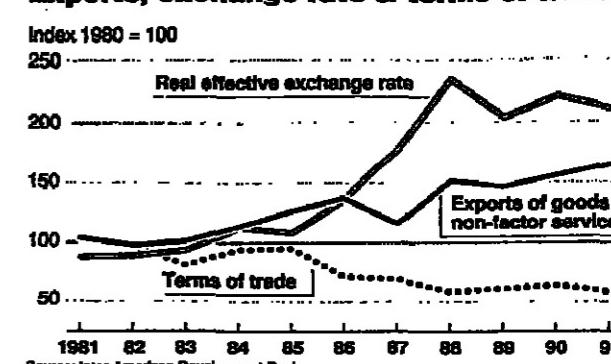
The electricity sector - particularly the distribution end - is also a candidate for privatisation in the long term. Three-quarters of Ecuador's generating capacity is hydroelectric, although small thermal plants are being set up. The Paita scheme, which supplies a third of the country's power, is threatened by the quantity of sediment accumulating in the reservoir. Construction of a dam higher up the river to control the problem has been postponed several times but is now to go ahead, according to the government.

In spite of a plethora of plans and studies of energy alternatives, Ecuador has never had a comprehensive energy policy. Natural gas in the Gulf of Guayaquil remains undeveloped, and extensive fuels such as diesel are used in thermal power stations. The government has made a start by trying to rationalise consumption but there is still a long way to go.

Sarita Kendall

## Bold steps taken to open the doors to trade

### Exports, exchange rate & terms of trade



Source: Inter-American Development Bank

## ENERGY

### Oil policy at centre of a political storm

\$17 a barrel," said Mr Fernando Santos, a former oil minister.

The government is anxious to encourage further exploration and plans to reform the oil law and change tax regulations. Areas in the north-east reserved for the state oil company, Petroecuador, will be opened up and a number of blocks will probably be put on offer in mid-1993, once the reforms are approved. The north-eastern Amazon is close to existing infrastructure and good quality oil has been found at shallow depths. This area is also away from the more problematic Indian-occupied areas.

"Ecuador has excellent potential, though the Indian question is sensitive," said a foreign company oil executive. "The pre-Cretaceous has not been touched but drilling costs would be higher, it is deeper and technically more difficult."

Nearly all Ecuador's oil is produced in the Amazon and Indians and the environment have become high profile issues. Ecological groups have taken up the Indian banner, campaigning to prevent the development of oil fields in national parks and Indian reserves.

Conoco, a subsidiary of US group DuPont, which put out a "green" development plan for heavy crude deposits in Waorani Indian territory, left Ecuador after protracted negotiations had failed to conciliate all the different interest groups.

Maxus Energy, a Texas oil company, took over from Conoco as operator and is starting to build a road from the river Napo into the production area. This is the most controversial element of the project because in the past roads have channelled

thousands of new settlers into the forest and Indian lands.

The armed forces have promised strict controls so no colonists will pass along the roads, the agrarian reform institute must not recognise any settlement of the land, said Mr Manuel Navarro, head of Petreco-ecuador's environmental unit.

The Waorani case is the most complicated - the Indians are a small, semi-nomadic group, especially vulnerable to outside influence and manipulation. Recently some of the Waorani were brought to Quito and camped out in front of Maxus' offices until the cold drove them back to the Amazon.

"A moratorium on oil development in these areas is impossible so we must minimise impact. Now the environmental unit is in everything from the pre-feasibility stage," said Mr Navarro. An environmental audit of Texaco, which operated in the main Amazon fields for 20 years, is due to start this month.

The future of Petroecuador and all its subsidiaries is still under discussion. Parts of the oil industry may be privatised - for example, the refineries on the Santa Elena peninsula and some of the retailing business. Big investments in infrastructure have been made, including a new pipeline over the

blind eye rather than force the issue and name a member, albeit a country that represents only 1 per cent of production. Being in the organisation also gave prestige to a small nation and fed nationalist sympathies in Ecuador.

Production is due to increase by 50 to 70,000 bpd during 1993, taking total output up to about 390,000 bpd by the end of the year. Between 1994 and 1996 another 100,000 bpd could be available but this will depend on the production agreements reached with foreign companies now developing fields in the Napo and Pastaza areas of the Amazon region. Oil reserves currently stand at about 1.5bn barrels.

Some 120,000 bpd are used for domestic consumption and the growth in output will generate more for the treasury as well as extra foreign income. In the first eight months of this year earnings from crude oil rose by 15 per cent to \$804m, mainly because of the bigger volume of exports.

Not one new exploration contract was signed under the last government and foreign companies operating in Ecuador are hoping for solutions to a series of contractual problems. "When they began investigating in the mid-80s they were expecting to produce light crude at good prices - but instead some have heavy crude at under

### ADVERTISEMENT

## CENTRAL BANK OF ECUADOR

### Ecuador firmly on the path of economic reform

by: Ana Lucia Armijos  
General Manager, Central Bank of Ecuador

On September 3, 1992, the new Government of President Sixto Durán Ballén launched an ambitious economic reform program. The initial adjustment measures were tough, for we faced sizeable macroeconomic disequilibrium: the fiscal deficit was running at an annual rate of 7 percent of GDP, inflation had settled at around 50 percent per year, and net international reserves had fallen from US\$760 million at end-1991 to US\$224 million at end-August 1992, or to less than one month of import cover.

From the outset of the program, the new Government has emphasised that macroeconomic stabilisation measures have to be accompanied and supported by deep structural reforms, in order to secure an enduring restoration of confidence and, thus a recovery of private investment and sustained growth. We believe, in particular, that without a profound reform of the public sector there is little hope in reversing the poor economic performance and continuous decline in living standards that has occurred during the last decade.

Over the past three months we have advanced steadily with the implementation of our program. The sucra was devalued in the official ("Intervention") market by 33 percent at the beginning of the program and, on November 25, the surrendering requirement for private exports was lifted, thereby completing the unification of a free foreign exchange market for all private sector current and capital transactions. Gasoline prices and electricity tariffs have been raised by about 120 percent, not just to reduce the fiscal deficit but also, and perhaps more importantly, to improve efficiency in resource allocation by eliminating hidden and distorting subsidies and bringing relative prices more in line with relative scarcities.

A budget reform law, submitted to Congress as a emergency bill, was approved November 27. This law rationalises the process of budget design and approval and strengthens the monitoring and control of budgetary execution. It also virtually eliminates revenue earmarking, a practice that has been a source of major rigidities in the budget. Other measures in the fiscal field have included substantial cuts in public sector expenditures; a freeze in public sector hiring; the introduction of a system to encourage early retirement of public servants; and the first steps toward the elimination, merger or transfer to the private sector of a number of public sector entities. The Government is also working on programs to improve tax administration and will soon be submitting to Congress laws on privatization, private sector participation in the petroleum sector, and customs reform.

As regards monetary and financial sector policies, remaining controls on interest rates have been eliminated, the legal reserve requirement was lowered, and the Central Bank has shifted toward market-based, transparent instruments of monetary policy. In particular, the Central Bank has begun operating its money and exchange desks and will introduce in December a system of regular auctions of open market securities. We will be soon submitting to Congress a reform of the current monetary regime law, in order to clarify the Central Bank's functions and strengthen its autonomy. A capital markets law is virtually ready for submission to Congress; its approval shall help pave the way for Ecuador's entry into the league of fast growing emerging markets. The strengthening of banking supervision and prudential regulation is high on our agenda.

Despite the short time that has elapsed since the launching of our economic reform program, a number of clearly positive results are already observable. Short-term devaluation expectations have been virtually eliminated, giving rise to an important reflow of private capital, facilitating a rapid accumulation of international reserves to over US\$750 million, and allowing for a significant decline in nominal interest rates. We are now projecting a public sector deficit of less than 3 percent of GDP for 1992, compared to a deficit of 7 percent of GDP that would have obtained in the absence of corrective measures. And the monthly rate of inflation has shown a clearly declining trend: after initially jumping to 10.6 percent in September - reflecting the pass-through effect of the measures - it fell to 6.3 percent in October and to 1.0 percent in November.

To ensure financing for our macroeconomic stabilisation and structural reform program, we have begun in earnest negotiations with multilateral financial institutions, including the International Monetary Fund, the World Bank, and the Inter-American Development Bank. We expect to have a Letter of Intent signed with the IMF early next year. We shall soon begin formal discussions with our foreign bank creditors, with a view to achieving the market-based debt reduction that is needed to facilitate the restoration of Ecuador's normal access to international financial markets.

Clearly, a new, healthier economic climate is taking hold in our country. As we proceed with our economic reform efforts, we are confident that foreign investors will respond positively. We have no doubt that a growing participation of foreign investors is crucial to the modernisation of our economy and to its full integration into the world economy.

### BECAUSE WE BELIEVE IN ECUADOR

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## ECUADOR 4

**W**ith the intent of forging tourism into the number one economic activity of the country, the nearly four-month-old government of President Sixto Durán Ballén is setting out, for the first time in Ecuador's history, a long-term development plan for the industry.

An indication of his commitment is that the president has formed a minister of tourism and information which is to revise applicable laws, promote tourism abroad and co-ordinate the industry's development.

Tourism ranks fourth after petroleum, bananas, and shrimp in the generation of foreign currency. In 1991 the tourist industry itself generated nearly \$200m in direct revenues, but its impact on the rest of the economy is estimated to be three times as big. In the same year approximately 380,000 visitors came to the country, of which 40 per cent came from Colombia, 18 per cent from the US, 17 per cent from Europe and 11 per cent from Peru.

According to CETUR, the government's tourist agency and now technical arm of the ministry, Ecuador's tourism industry in 1991 had a lodging capacity of 58,000 travellers and employed approximately 35,000 workers. Of the 1,400 hotels, hostels and pensions to choose from in the country only roughly a dozen can be considered first class.

The biggest tourist attraction in Ecuador has been and continues to be the Galapagos Archipelago. More than 40,000 visitors came to see exotic penguins, the famous giant tortoises or tree-sized sunflowers last year. Boat cruise operators are putting pressure on the government to increase the permissible number of visitors.

Yet the Charles Darwin Foundation, charged with conducting research and aiding in environmental protection, warns that the islands' delicate ecosystem is already being overtaxed by the number of visitors.

However, the potential for tourism to grow in mainland Ecuador is enormous say industry analysts and travel entrepreneurs. "Ecuador has more," has been the slogan with which the private sector has sought to promote areas other than the Galapagos.

Ecuador's immense geographical and cultural diversity indeed make it a traveler's paradise. Beaches,



While the Galapagos Islands' natural attractions have long been a big tourism earner, colonial architecture, beaches and volcanoes make mainland Ecuador a traveller's paradise. The government's plans aim to turn tourism into the country's biggest industry

## Potential earnings enormous

snow-capped volcanoes, Indian markets, quaint colonial towns and Amazon rainforest can all be reached in little more than an hour's journey from Quito.

A favourable exchange rate makes Ecuador an inexpensive country for most foreigners. In addition, the country's political

"In the past the government's efforts to promote tourism abroad have been minimal"

stability gives it an advantage over its neighbours Peru and Colombia, where the governments are still battling against leftist insurgents.

"The potential has always been there," says Mr Eduardo Proano, president of Metropolitan Touring, Ecuador's largest tour operator. "But in the past the government's efforts to promote tourism abroad have been minimal. Tourism has been largely a private-sector activity."

According to Mr Patrick Barreiro, the private sector trade association Feprotur, the key to developing Ecuador's tourist potential is to further engage in eco-tourism - the branch of the industry that offers the country's natural beauty and diversity, while simultaneously

protecting it. Ecuador has already been practicing organised eco-tourism not only in the Galapagos but also in the Amazon region. Metropolitan Touring has been operating a luxury boat cruise on the Napo and Aguarico rivers for 15 years and now offers a range of holiday packages to the area.

As well as allowing visitors to view the unspoiled flora and fauna of the Amazon jungle in Cuyabeno national reserve in north-eastern Ecuador, nature guides on board educate tourists on the importance of conserving the wildlife they have come to see.

Eco-tourism not only provides local communities with an alternative to farming and hunting, but the fee that foreigners have to pay to enter the national parks helps finance the park management, which is still inadequate.

How tourism affects the behaviour of indigenous groups in these remote areas remains to be seen. Yet in Cuyabeno the Cofan tribe, which illustrates the Amazon's medicinal plants and sells handicrafts to tourists, seems to be benefiting from the influx of visitors.

One of the areas that the government and Metropolitan Touring are developing for eco-

tourism is the national park Machalilla, on Ecuador's central coast. Machalilla not only includes a tropical dry forest, a cloud forest and the island La Plata with bird life like that of the Galapagos Islands - the bird count actually exceeds that of Galapagos - but it also harbours archeological sights of one of the oldest civilisations in the Americas.

With the help of a three-year development plan designed by Feprotur, the government seeks to provide the necessary infrastructure to allow organised tours to operate in the park.

According to the plan the park will be spared grand-scale hotel complexes which might endanger the delicate balance of the ecosystem. Rather the facilities - including visitors centres and hiking paths - are to blend in with the environment as much as possible. Negotiations to finance the project are under way with private and institutional investors, including foreign ones.

Not only is eco-tourism a reasonable strategy because of the type of natural resources Ecuador offers, it is also reasonable because of its low cost and relatively short implementation time. The plan to develop Machalilla Park, for example, is estimated to cost \$150,000.

With these types of projects Mr Carlos Solórzano, the sub-secretary of tourism, expects positive results in the short to medium range.

With the reform of the foreign investment law underway, Mr Solórzano hopes the tourist industry will attract already been employed in Mexico and Venezuela.

One of the main activities of the newly created ministry is to promote Ecuador as a tourist destination abroad. According to Mr Solórzano the government intends to collaborate closely with Feprotur, which already operates a promotional office in Miami.

Yet the success of eco-tourism in the long run will depend on the ability of the government to manage the diverging demands that exist on Ecuador's natural resources. Miners, loggers and settlers are invading parks and other protected areas at an alarming rate, thus endangering the very soul of eco-tourism - the country's ecological diversity and natural beauty.

Raymond Collitt

1 = 1992 figures (Consumer prices, Reserves - June);  
2 = EU forecast for 1992 \* = % of population aged under  
15 or over 65

Source: IMF, World Bank, Economist Intelligence Unit

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## TECHNOLOGY

**Banknotes that leap out at you**

**C**entral banks are always trying to keep a step ahead of banknote counterfeiters by weaving metal strips into notes or cotton threads soaked in ultraviolet dye, and by the traditional - and most reliable - defence of water mark paper.

But, from Austria to Australia, holograms or their sister-product, kinograms, are beginning to make an appearance on banknotes, and could become more common if current efforts to overcome technical problems are successful.

According to Stanley Kretzman, president of US Banknote, holograms have two advantages when used on banknotes. First, they are simply another anti-counterfeiting technique to make the forger's job harder. Second, they prevent the increasingly prevalent method of counterfeiting by colour copier - holograms are 3D, while a copier works in only one dimension.

One of the first uses of a hologram on a banknote was in Australia, on the bicentennial \$10 note. In Austria, the national bank began issuing a Schs5,000 note in 1990 using a stamp-sized kinogram in the shape of Mozart's head.

The kinogram, developed by Switzerland's Landis & Gyr Communications, changes position from left to right with movement of the note. Switzerland plans to use it in what will be the world's first full series of banknotes with kinograms, now in development and due for issue in three or four years' time.

Holograms and kinograms are stamped on to the note with a hot press. But while the holograms can be produced economically, says Kretzman, applying it to the note in exactly the same spot is difficult.

US Banknote is experimenting with holograms in two ways: it is trying to put a true holographic strip in the note - current efforts do not give a 3D look; and it is working with one of the world's biggest chemical groups on a way of printing the hologram on the note as it is being produced. "We're not too far away," says Kretzman.

Achieving this could well overcome the US Treasury's anxieties about wear and tear on the hologram when applied via hot stamping. But it is a bit too early to predict when the mighty greenback will bear a hologram, or who or what might appear on it.

Andrew Baxter

Just a few years ago, holograms were cheap and gaudy, a promotional gimmick on a corn-flakes packet or decoration on a toy.

But today, holograms - known to the initiated as optically variable devices (OVDs) - are proving increasingly popular as a means of preventing theft and fraud.

Already widespread on rigid plastic credit cards, the Association for Payment Clearing Systems (Apacs) in the UK is drawing up standards for the shimmering silvers of foil to be used on cheques.

The extent of cheque fraud is difficult to calculate. In 1990, Apacs believes it totalled about £17.7m, although that dropped in 1991. But many say the figure is far higher, with individuals and companies unaware they have been defrauded - or unwilling to admit it. Detective Inspector Guy Johnson, of the West Midlands Police cheque squad, says this kind of theft is widespread and is replacing the traditional "smash-and-grab".

The police face two problems. First, counterfeiting, where the name or value on a cheque is changed. Second, forgery where the basic document, such as a cheque, is copied.

Forgery has become increasingly easy, as colour photocopiers and colour scanners have enabled the dishonest to replicate cheques, tickets and vouchers. "These are dangerous things because they are getting quite ubiquitous," says Philip Hudson, managing director of De La Rue Holographics. "They're also very difficult because the police can't trace the cheques: there are no tell-tale signs."

Ian Kellott, chief accountant with mail-order company Grattan, which plans to use cheques incorporating holograms from the new year, believes his company was quick to recognise the risks of such advanced technology because they themselves are users of it. "We related to desktop publishing because we use it in our business for catalogue creation. We wanted to take the cheque out of this printing environment."

While complex patterns, fluorescent inserts and water marks have all failed to deter the dedicated forger, hologram makers believe their products will succeed because they are difficult to photograph. To replicate them you would need the same technology as we have," says Hamish Shearer, technical director of Applied Holographics.

Producing a hologram requires clean rooms similar to those involved in semiconductor production.

In brief, the hologram pattern is created by splitting a laser beam in two: half falls on a photographic

Cheque security has entered a new dimension, writes Della Bradshaw

**I'll pay by hologram**

Stephen Adams: covert security systems are needed to track fraud down the line

plate; the other half shines on to the art work before reaching the plate. The way in which this pattern interferes with the pure beam determines the final hologram. After further processes, the plates are coated with molecules of pure silver, then topped with nickel. The plates are then used to build up a printing cylinder for mass production.

Stephen Adams, divisional director of the security print and divisions division of Kenrick & Jefferson, believes OVDs should be used with other techniques to prevent fraud. "We never advocate a single security feature," says Adams. "It has to be a more and more covert system to track the fraud down the line."

Johnson believes otherwise. He argues that the banks should spend

their money on a single technology which cannot be copied and which is easily recognisable by everyone likely to handle the cheque - from the banker to the shopkeeper in the local store. "Unless the receiver of the document knows what the document looks like, how can we stop counterfeiting?" asks Johnson. "If the counterfeited document is rarely seen, such as a building society cheque, how do you know whether it is counterfeit or not?"

Two obstacles had to be overcome to put holograms on cheques. The first was to ensure that the hologram stuck and could not be removed. The paper used for cheques is highly textured so adhesion can be difficult. And the heat and pressure needed to apply the OVD has to be carefully controlled so that it does not destroy other security features.

The second was to ensure the integrity of automated cheque processing. If the hologram had been thick - it is just 3.5 microns, or millions of a metre, deep - "piggybacking" could occur, where the build up of a "bump" in the pile of cheques results in some of them slipping through the automated process without being read.

Estimates for the market-growth of holograms for security and anti-counterfeiting vary widely. But Morris Weissman, chief executive officer of United States Banknote, one of the biggest hologram suppliers, reports market-growth of 75 to 80 per cent over the past year. "We expect the same kind of growth in the coming year," he adds.

Manufacturers say this is because several drawbacks have been ironed out. Now the devices can be easily incorporated in factory production lines - just like a stick-on label. And prices are falling.

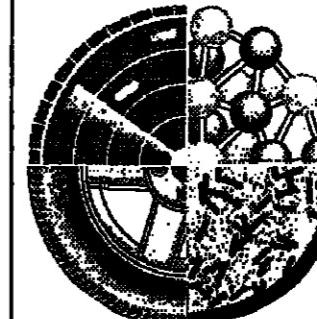
The cost of putting holograms on cheques works out at less than one pence per cheque - conventional cheques cost three or four pence each. On top of that is the cost of designing the hologram - anything from £2,000 upwards.

Other documents have already been given the hologram treatment. Wembley Stadium tickets contain holograms, as did all the tickets for the 1992 Olympic Games. Season tickets on the Illinois mass transport system in the US also bear an OVD as do postal stamps in several countries.

Another big growth area is in packaging to ensure that seals on prescription drugs, software or video cassettes are not broken.

Whether a company is distilling whisky or making jeans, holograms can help it protect its label.

Appropriately, even Batman is on the act. Every licensed Batman product sold in the US last year incorporated a hologram in the packaging.

**Worth Watching · Della Bradshaw****Toshiba strikes oil in recycled plastic**

Researchers at Toshiba's environmental engineering laboratory have developed a way of reclaiming fuel oil from chloride-based plastics, such as PVC and polypropylene.

The difficulty in recycling these chloride-based plastics is that they give off harmful hydrogen chloride gas when heated.

The Toshiba process puts smashed plastics into a reacting chamber, as with traditional reclamation processes. However, a high-density alkaline solution is then added which transforms hydrogen chloride into a harmless salt.

Because the alkaline solution decomposes some of the plastic additives that resist heat, the retrieval rate for oils rises from 50 per cent to 90 per cent.

Toshiba: Japan, 03 3457 4511.

**Prize winner in motorway safety**

Safer motorway crash barriers have been developed from a rope technology originally designed for restraining landing aircraft on aircraft carriers. The Brifit four-rope safety fence has won the 1992 Prince Michael road safety award for technical innovation for its developer, Bridon Ropes, of Doncaster.

The system comprises four ropes each made from 21 wires of high tensile carbon steel which individually can lift the weight of a typical saloon car. The ropes are woven between posts which collapse upon impact, absorbing the kinetic impact of the vehicle.

Bridon Ropes: UK, 0303 383412.

**Blessed are the bleach makers**

Paint-makers, specialist chemical companies and even

manufacturers of household bleach will have to comply with a standard labelling system if they want to sell their products in the single European market.

To help product formulators label their products correctly, Saleware Systems of Kegworth has developed a PC software package which identifies the correct risk label to put on the product - there are about 100 of them.

The package also helps formulators decide which ingredients to swap in order to change the hazard levels. Diluting many chemicals can reduce the danger factor, for example. The package could also reduce the need for animal testing.

Saleware Systems: UK, 0509 672656.

**Cruising into the lecture room**

You should be able to walk into a room, stand in front of a board of directors or a group of students and start making your presentation in 30 seconds," says Jeremy Bent, marketing director of Dailek, which has launched a presentation tool called the Cruiser. It consists of a notebook computer with a detachable screen (or pallet), a 2m character expandable memory, and a detachable hard disc.

Dailek: Fisher, 01252 810000.

The Taiwanese-made product, in black and white (£2,995) or colour (£4,995), is aimed at making things easy for the non-technically minded who want to get their message across with a minimum of fuss and maximum effect.

Its screen fits any overhead projector and no special lighting conditions are needed.

Dailek Distribution: UK, 081 450 3486.

**Of mice and burglars**

Burglar alarm technology has been adapted to trap a different kind of intruder - the mouse.

When the mouse approaches a "catching box" two infra-red beams are broken. A transmitter sends a message to a control box which shuts a trap door, imprisoning the mouse.

The control box, which can serve over 200 mouse boxes, gives both an audible and visual signal that the mouse trap has been entered.

Rentokill: UK, 0342 327171.

**Chapman Ryan Limited**

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For further information please write to David Stokes, Joint Administrative Receiver, of Cork Gully, 1 East Parade, Sheffield S1 2ET. Telephone: (0742) 730401. Fax: (0742) 598202 or contact Jim Conibear of the company's premises, telephone (0742) 788131.

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**LEGAL NOTICES**

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To Holders of £100m Convertible Bonds due  
2022

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Registered Office: Daftard Road, Enderby, Leicestershire LE9 5AT

Notice is hereby given in accordance with the terms and conditions of the Bonds that the Company has elected to redeem all the outstanding Bonds on 29th January 1993 (the "Redemption Date") at a price of 100% of the principal amount of the "Redemption Amount", plus interest due as provided in the Terms and Conditions of the Bonds.

Payment of the Redemption Amount together with accrued interest will be made on or after the Redemption Date against presentation and surrender of the Bonds or Certificates at the specified office of any of the Paying and Conversion Agents. Bonds must be presented for payment together with all unexpired Coupons. Interest will accrue on the Bonds until the Redemption Date. If any Bond or Certificate is lost, it may be replaced at the specified office of the Principal Paying and Conversion Agent upon payment of the expenses incurred and on such terms as to evidence and identify as the Company sees fit.

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Issued by Netx Plc

11th December 1992</

## MANAGEMENT

### Japan adapts to western practices

**J**apanese managers are discovering the importance of managing people, rather than factories, in their efforts to cope with worsening economic conditions. This message has been spread by consultants from Tokyo's Nomura Research Institute during a world lecture tour on how Japan is dealing with slow growth.

NRI says executives are even adopting the management priorities of western companies. Profits have already replaced sales at the top of the Japanese management agenda, guaranteed lifetime employment is becoming a thing of the past and the interests of shareholders are increasingly important.

But more important changes are also taking place. Traditionally, executives have concentrated on improving productivity. Now "serious consideration is being given to methods of running organisations based on people", according to Shiro Tanikawa, a senior management consultant at NRI.

By fostering a sense of individuality, for example, companies are finding it easier to move managers between jobs and manager mobility has allowed several companies to restructure in recent months.

Another break with the past is a growing willingness by Japanese companies to buy in new product concepts, a trend which NRI says could lead to expanded links with domestic and foreign companies. It tags the process with a new management catchphrase: *Kyo-sei*, or "global symbiotic co-operation".

One contributing factor has been the westernising of the Japanese economy: the service sector has grown, capital costs more, working hours are shorter and consumer desires have become more diverse.

The result, according to Takeo Murakami of NRI's consumer and services industries department, is that "Japanese-style management and US and European-style management are moving closer together."

Daniel Green

**A**n international company decides to open a subsidiary in a country where it has had no previous presence. The expatriate manager has no experience in the country, does not speak the language and has no knowledge of the local culture or way of doing business.

Difficult? Not as difficult as a domestic company which opens an outlet in an inner city with an ethnically-diverse population and then appoints a manager from the suburbs to run it without the right training or experience, says Joanna Howard, research director at Roffey Park Management Centre.

Howard is conducting research into the skills needed by inner city managers. She argues that urban renewal programmes conducted by government agencies, local industry and community associations in many of Britain's worst-affected inner cities are undertaken without proper consideration of the skills needed to run the initiatives.

The characteristics of these urban areas - broad cultural mix, pockets of gentrification, housing difficulties, dense population and a high potential for the entrepreneurial spirit - impose distinct demands on managers, regardless of their business.

"It's in inner cities that our major black communities live and other communities with rich and different cultural backgrounds," she says.

"The model of management that relies on everyone working from the same cultural assumptions may well fall down in this kind of setting. The manager who pays attention to 'what matters here at an everyday, as well as at a deeper, level has a better chance of succeeding.'

This may mean being able to manage large numbers of part-time and casual workers, or being aware of how the experience of long-term poverty, unemployment or racial harassment affects people.

Being more sensitive to the safety and security of employees is one example. "Simple things like putting lighting in company car parks or arranging transport for your female managers if they work late will do wonders for your staff turnover," says one personnel manager.

The security of employees is a particular problem for Colin Allies, district general manager of British Gas in Southwark, a south London borough with a high crime rate in its many high-rise housing estates.

Maintenance engineers are now accompanied by less-skilled colleagues and meter inspectors are equipped with radios. Both measures were introduced following the establishment of working parties between management and staff to consider safety issues.

Allies says teamwork and

**Poor urban areas pose special problems for businesses, and managers will need new skills if they are to meet the challenge. Michel Syrett reports**

## Streetwise in the inner city



Managers find that involvement in community affairs plays a critical role in maintaining the standing of companies locally

employee communication are particularly important in inner city settings. "I'm not saying they aren't important in other parts of the country," he says.

"However, the need to use these skills more effectively is more acute in areas where there is this high ethnic tension and distrust between communities."

Much the same could be said of involvement in community projects. Community work is generally regarded as good corporate behaviour,

but the networks it provides for managers in inner city communities could be vital in attracting and retaining good staff.

Managers might also gain a greater understanding of the local demand for their organisations' services or products or the need for special credit or loan arrangements.

Philip Morris was manager of the Brixton branch of the Marks and Spencer clothing and food chain when riots erupted in the south London borough in 1981. He found

his involvement in community affairs played a critical role in maintaining the standing of the company locally.

"During the turmoil, people turned to M and S as an oasis of calm. They felt safe inside our doors. It really drove home how important it is for businesses to take an interest in the people around them. I still feel a sense of pride in the fact that the M and S name I placed on the 'We're backing Brixton' sign over the railway

bridge is still up there after 10 years."

Employee recruitment, training and appraisal are another challenge.

Corning Glass in the US, for example, introduced reforms to their personnel policies in the wake of internal surveys that suggested female and black employees were leaving the company at twice the rate of their white male counterparts.

The reforms included weeding out hidden biases in selection and appraisal procedures and introducing workshops to give employees a chance to air their concerns.

The team responsible for improving the opportunities for black workers went further, working with local chambers of commerce to persuade grocery stores to place black hair products on their shelves and talking local TV stations into adding black entertainment programmes to the line up.

"Corning's example shows how important it is for inner city managers to think outside their immediate mindset and see how employment policies need to be linked to reforms in the local culture, networks and amenities," says Beatrice Young, founder of the culture change practice of Hambidge House, the US consultancy that has pioneered human resources strategies.

"This requires lateral thinking on a scale that would not be needed in other environmental circumstances," she says.

Iain Vallance, British Telecom's chairman, recently said the ability of UK industry to trade profitably in inner cities depended "very considerably" on the health of the local community.

"If that health is adversely affected by deprivation, crime, vandalism, racial tension, inner city decay, homelessness or pollution, so too is our own business health. Our opportunities should be reduced, our problems increase, our costs rise," he said.

The scale of inner city regeneration in Britain means that companies need more managers who understand other cultures. But Howard argues that inner city workers rarely win promotion to middle management.

The question facing employers is how to support and foster inner city managers who can "match" the organisational culture of middle and senior management with the values that make them effective in their work.

It means, says Howard, "helping a person value what they bring to their role as managers because of their differing background, rather than in spite of it."

"Roffey Park Management College, Forest Road, Horsham, West Sussex RH12 4TD, Tel 0293 851644

## Codes of ethics on a wing and a prayer

**F**ollowing in the footsteps of their more self-conscious American brethren, more and more European companies are introducing codes of ethics.

At first sight they look impressive to the "stakeholders" at whom they are aimed - employees, suppliers, customers and the wider community. But how many are really worth the paper they are written on?

Much depends on how they are drawn up, according to Richard Harries, the Bishop of Oxford. In many companies they are formulated by a small group at the top.

But the Bishop disparaged such codes last night in a London Business School lecture on "the morality of good business".

Instead, he advocated a lengthy process of consultation in which everyone affected could participate. His own diocese had involved all of its parochial church councils in drawing up a Vision, Priorities and Targets paper, he said. The process took two years.

Itemising other requirements needed to make codes of conduct effective, the Bishop said they should be expressions of, not substitutes for, a deeply-ingrained sense of corporate values.

Rather than just being applied in a "minimalist, legalistic way", they were effective only when they were seen to be part of a corporate culture with a strong sense of moral purpose about what the company did and how it did it.

Codes should be communicated widely and kept constantly effective, said the Bishop. The next stage for companies must be to review and monitor them.

Adequate mechanisms must be set up to test the effectiveness, the reality, of what exists on paper.

Comparing the existence of codes of conduct in Britain with other industrialised countries, the Bishop cited statistics which suggest that about 75 per cent of US companies now have them, against 40 per cent of companies in Germany and France in 1988, but only 28 per cent of Britain in 1991.

However, this was well up on the 18 per cent in 1987. The Bishop expressed confidence that the increase would continue.

Christopher Lorenz

## US\$ 700 million in orders for Ericsson's AXE exchange

Recent orders for Ericsson's AXE digital public telephone exchange equipment confirm it as one of the world's leading switching systems.

The largest is a three-year contract worth some £250 million (US\$ 375 million) which comes from BT, as part of the continuing modernisation of its national network.

Ericsson has been supplying AXE exchanges to BT since 1984; total orders, excluding the latest contract, amount to 5 million lines. The new deliveries will include advanced services such as ISDN.

New orders from China include

three-year purchasing agreements covering the provinces of Liaoning and Jiangsu, worth nearly US\$ 300 million. There are already 1 million lines of AXE in service in China, and a further 1.2 million are on order.

Finally in Croatia, four AXE International exchanges are to be supplied for the cities of Zagreb, Rijeka, Split and Osijek, making Croatia the 58th country to choose AXE for international switching.

Ericsson's AXE is the world's most internationally-successful switching system. More than 60 million lines are installed or on order, in 89 countries.

## Radio in the local loop: delivering vital telecoms links fast

Efficient telecommunications is recognised as an essential prerequisite for economic development. So what do you do when businesses urgently need phones, but there's a ten-year waiting list?

In eastern Germany, the problem has been solved with an innovative use of mobile phone technology, bringing more than 50,000 urgently-needed telephone lines into service in a matter of months.

Ericsson has pioneered this approach, installing systems on a turnkey basis in a large number of towns and cities in eastern Germany.

The system installed by Ericsson is basically a 'stripped down' version of proven cellular mobile telephone technology. It

uses a radio link to replace the wires that normally run to subscribers from local telephone exchanges.

As a result, telephone services can be provided quickly and cheaply, with no need to lay telephone cabling all the way to the subscriber. Subscribers are given an ordinary telephone, and there's no difference in the service they receive compared to a conventional wired network. Facsimile machines and modems can be used as well.

Solutions like this are termed 'radio in the local loop'. In the telecoms industry, it's an application that's attracting enormous interest throughout eastern Europe, and in many other parts of the world where demand for telephone services exceeds supply.



## Now on sale: the world's smallest GSM phone!

In May, 1992, Ericsson introduced the first type-approved phone for the new digital GSM cellular networks coming into service in Europe. Now it has introduced the world's smallest - the Hotline GH 172, pictured above.

More than 100 grams lighter than its nearest competitor, the new telephone went on sale in Germany in November 1992.



## 'A world-leading, independent telecom systems supplier.'

The telecommunications market is moving in the direction in which we have a unique position and strength.

The key words in a modern telecommunications network are mobility and flexibility. These have also been the guiding principles behind our extensive technology investments.

Increased order bookings have continually reflected to the fact that we invested in the right areas. For the fourth consecutive quarter, we can report a strong increase in orders received. We can also report earnings in the third quarter that are higher than in the corresponding period last year.

Despite the deep recession that prevails in many of our major markets, and of which

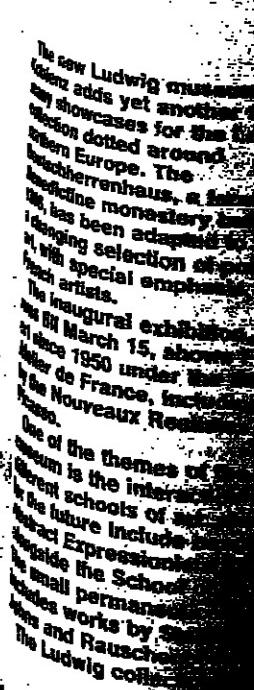
the end is still not in sight, we have consistently continued with our comprehensive development programme.

We shall continue to be a world-leading, independent supplier of telecommunications equipment, based on a solid, high-quality product range that is continuously adapted to market demands. To remain independent, a positive cash flow is also important.

I feel strongly optimistic regarding Ericsson's long-term future.

Lars Ramqvist  
President and CEO

Tel: +46 8 502 22 1000, Stockholm, Sweden



### New tools for profitable network and service management

## Adding value to telecom networks

### TMOS: Helping to manage networks in 15 countries

Australia	Norway
Brazil	Portugal
Denmark	Sweden
Finland	Switzerland
Germany	Thailand
Netherlands	United Kingdom
Ireland	USA

Adding value is one of the greatest challenges faced by telecommunications network operators (telcos) in a deregulated, competitive age.

It means offering new features that boost business efficiency, adding flexibility to basic services, and integrating services with each other. Especially important are the demands of large business customers - who are the most sophisticated users of telecom services.

To meet these needs, telcos are placing more and more emphasis on installing advanced computer systems to look after the management of networks, services and their entire business offering.

It's a multi-billion dollar market - and one in which Ericsson has taken a lead with its TMOS family of management systems. Since its launch in 1990, more than 60 TMOS systems have been ordered by telcos in 15 countries.

The TMOS family is designed to manage modem telecom networks, which contain a large mix of equipment from many different suppliers. Individual modules in the family handle the management of basic telephony services, ISDN, cellular services, transport

network services, 'intelligent network' services and business services such as Centrex.

**Commercial success**

One key to the success of TMOS is that it is an 'open' system. Using international standards in computing and telecoms means that it will work in a multi-vendor environment. TMOS is also 'open' for modifications: telcos and third-parties can develop new applications on the basic platform, to suit their own needs. Ericsson is involved in a number of joint projects of this sort, with telcos around the world.

The open platform will allow Ericsson to build broader solutions, incorporating third-party products. Telcos will then be able to purchase complete, integrated solutions that will cover all aspects of service and business management, from controlling switches and other network elements right up to customer service and billing.

**The 'virtual PBX'**

Centrex is one example of the services that will be dynamically managed through TMOS. Centrex allows a telco to give its business customers all the features and benefits of a PBX system - without having to install and manage their own equipment. Implementations on multiple sites, this service becomes a 'virtual private network'.

Drawing on its experience in both business and public telecoms, Ericsson has launched an advanced Centrex capability for its AXE public exchange. This allows AXE to mimic almost all the functions and features of the Ericsson MD110 digital PBX - the world's best-selling large PBX system, with more than 5 million lines installed or on order in 50 countries. Even the telephones and signalling protocols will be the same.

The first phase of this offering is already in commercial use. When the second phase is marketed towards the end of 1993, telcos will be able to create multi-site national and international 'virtual PBX' services for their larger customers.

The creation, customisation and management of such advanced Centrex services will be handled through TMOS management systems. TMOS will also give customers a high degree of direct control over their services, enabling them for instance to vary transmission capacity on demand according to changing day-to-day needs.

TMOS is Ericsson's trademark for its family of Telecommunications Management and Operations Support Systems.

Codes of  
ethics on  
wing and  
prayer

F



'The Refectory at Walsingham Priory' by John Sell Cotman

## Cotman's genius brought into the light

**I**t is the fate of the water-colourist to be consigned to art history's bottom drawer. If John Sell Cotman's chosen medium had been oil paint, he would be celebrated as one of the greatest and most original of British landscape painters. Instead, the vulnerability of water-colour to light has ensured that his work is secreted away in the darkness of museum print rooms, well out of the public eye.

A rare opportunity to see something of his genius is offered by Leeds City Art Gallery. To mark the 150th anniversary of his death, the gallery is bringing to light a representative selection of some 40 watercolours and sketches drawn largely from its own rich holdings.

Sydney Decimus Kitson (1871-1937), a Leeds-born architect, Cotman biographer and passionate collector, instructed that the bulk of his immense collection of over 1,000 watercolours, sketches and prints by and after Cotman, books, catalogues and articles relating to the artist and 12 commonplace books of "Cotmania", should rest in his native city. *Cotmania & Mr Kitson* is a tribute to this great champion of Cotman as to the artist himself.

Appropriately, Cotman produced some of his most outstanding and innovative work in Yorkshire. His Yorkshire haven was at Bransby with the Cholmeley family. Bransby was the scene of the happiest hours in what proved to be a life plagued by ill-health, depression and disapp-

ointment. It had been the young Harriet Cholmeley who coined the term "Cotmania" in a poem of 1803, sent to "dear Coty".

"Near Bransby" offers a taste of what is to come. The subject of the sketch is straightforward enough: a clump of slender trees beside a field gate. What is daring is Cotman's bold simplification of form, and a palette restricted to a close tonal harmony of grey, olive-green and buff with foliage and shrubs translated

**Susan Moore**  
reviews 'Cotmania and Mr Kitson' in Leeds

into blocks of flat, muted colour. The interplay of dark tones silhouetted against light brings depth and life to the landscape.

The same earth colours and compositional devices are found in the panoramas of Barnard Castle from Towle Hill, and Bignall Banks on the Greta. Leeds has the pencil sketch as well as the water-colour of the latter, and the two sheets reveal Cotman's relative faithfulness to "that fickle Dame" Nature. For the finished watercolour the artist has reduced the detail and heightened the drama - adding the three birds flying across the dark foliage of what has become a ravine in the foreground, and emphasising the angularity of the clouds and streaming sunlight.

Moving out of the first

decade of the 19th century and on to studies of Norfolk and Normandy, one laments Cotman's decision to pursue antiquarian and topographical publishing projects, and to expand his teaching practice, at the expense of his art. There is nothing here to compare with the great Greta, Duncombe Park and Bransby watercolours, although the monochrome studies of Blakeney and the bold geometries of the Doniford crags are undeniably impressive.

The Greta watercolours had not been well received at the 1806 Royal Academy, and few were sold during his lifetime. Cotman was to die in penury and close to despair, his work having made little or no impact on his contemporaries. As *Cotmania* bleakly commented, there was so little demand for Cotman's watercolours that one bothered taking them.

"Cotmania & Mr Kitson", sponsored by Wainwrights (Holdings) and Christie's, continues at Leeds City Art Gallery until February 24

creation of Irene and Peter Ludwig, whose fortune came from chocolate manufacturing - has been growing at the rate of one work per day since the 1960s.

To display their collection of everything from Islamic ceramics to the Russian avant-garde, they have made substantial long-term loans as well as opening their own museums, the best known of which is in Cologne. Their last project, the Ludwig Forum for international Kunst, opened in July last year in a large converted umbrella factory in Aachen to show contemporary art from all five continents.

### EXHIBITIONS GUIDE

**AMSTERDAM**  
Rijksmuseum North  
Netherlandish Art 1580-1620:  
350 masterpieces, including  
paintings, prints, silver,  
sculpture and tapestries,  
reflecting the sudden  
development of Amsterdam's  
prosperity and the blossoming  
of the arts. Ends March 7. Also  
Discarding the Brush: Gao Qipei  
(1660-1734) and the Art of  
Chinese finger painting. Ends  
Feb 28. Also Chiaroscuro  
Woodcuts: Hendrik Goltzius  
(1558-1617) and his time,  
highlighting less well-known  
facet of the great Dutch  
draughtsman and engraver.  
Ends Jan 10. Closed Mon  
Van Gogh Museum Glasgow  
1900: a survey of art and design

from the city's heyday, with  
examples of the Glasgow School  
of Painting and the work of  
Charles Rennie Mackintosh.  
Ends Feb 7. Daily

**ANTWERP**  
Musée Royal des Beaux-Arts  
From Brueghel to Rubens: the  
Golden Century of Flemish  
Painting. An overview of Flemish  
baroque painting 1550-1650,  
focusing on the importance of  
Antwerp as a major centre for  
trade and artistic patronage  
when it was still part of the  
Hapsburg Empire. The exhibition  
charts the development of still  
life, genre and landscape  
painting, the changing fashions  
of portraiture and the role of  
art in a period of political and  
economic flux. Artists  
represented include van Dyck,  
Jordaens and Snyder. Ends  
March 8. Closed Mon

**ATHENS**  
Deste Foundation for  
Contemporary Art Post Human:  
the work of 36 international  
artists of the younger  
generation. Ends Feb 14

**BARCELONA**  
Palau de la Virreina Moments  
of Abstraction: a study of the  
development of abstract art in  
the Netherlands in the 20th  
century, with works by 17 artists.  
Ends Dec 27. Daily

**Museo Picasso** Picasso: A set of 180  
paintings, drawings, sculptures,  
ceramics and engravings. Ends  
Jan 31. Closed Mon (Carrer  
Montcada 15-19)

**Fundacio Joan Miró** Gilbert and  
George: The Cosmological  
Pictures. 25 large-format pieces

produced in 1989 by a pair of  
British artists who started  
working together in the 1980s.  
Ends Jan 10. Closed Mon

**BASLE**  
Kunstmuseum Gustav Stettler  
and Max Kampf: paintings and  
drawings by two of the most  
influential Basle-based artists  
this century. Ends Feb 7. Also  
Jürg Kreienbühl (b1932):  
paintings, drawings and prints  
by the Basle artist, evoking  
down-and-up life in Paris in the  
1950s and 1960s. Ends Jan 3.  
Daily

**BERLIN**  
Neue Nationalgalerie Pablo  
Picasso: After Guernica. An  
exhibition of 90 paintings, 80  
drawings and ten sculptures  
representing his later work, with  
a special focus on the 1950s.  
Ends Feb 21. Closed Mon

**WANNESEE** Villa Max Liebermann  
(1847-1935): 35 paintings,  
watercolours and drawings by  
Germany's principal  
impressionist, all from private  
collections. Ends Dec 15. Closed

**SUN** (tel 805 3242)  
**CARRE**

**Martin-Gropius-Bau** America  
1492-1992: a vast survey of  
American culture from the time  
of Columbus' voyage of  
discovery to the present day.  
Ends Jan 3. Closed Mon

**Nationalgalerie** Art in Germany  
1905-37: more than 140 paintings  
and sculptures by Dix, Klee,  
Munch and many others. Ends  
Jan 3. Closed Mon and Tues

**COLOGNE**  
Diözesanmuseum Vaticana -  
Liturgy and devotion in Medieval  
times: a Vatican loan of 88 rare  
manuscripts of extraordinary

production, ranging from a 6th  
century codex purpureus to an  
Antiphonal belonging to the  
Medici pope Clement VII. Among  
more than 40 pre-13th century  
manuscripts on show are the  
famous Carolingian Lorsch  
Gospel, the Byzantine bible of  
Pope Leo and the Menologion  
of Basile II. The collection  
also includes the 1310 Breviary  
of Blanch of France; the  
starting point of the  
Franco-Flemish and Italian  
schools of illumination. Ends  
Jan 10

**THE HAGUE**  
Mauritshuis The Mystery of a  
Ball Unravelled: the technical  
and historical investigation of  
a Flemish painting. An exhibition  
resulting from the museum's  
study of the Ball at the Court  
of Isabella and Albert by Frans  
Francken II, showing that this  
portrait of the Brussels court  
around 1610 originated in  
various phases. Ends Feb 21.  
Closed Mon

**LONDON**  
Royal Academy of Arts Sicket:  
134 works from collections  
worldwide. Ends Feb 14. Daily

**NATIONAL GALLERY** Munch: The  
Frieze of Life. Advance booking  
through First Call 071-497 9977.  
Ends Feb 7. Titan's Portrait of  
a Young Man, acknowledged  
as the most beautiful male  
portrait by Titian in private  
ownership, is now on show  
under a loan agreement with  
Halifax trustees. Daily

**MALAGA**  
Archbishop's Palace Picasso  
Clásico: this exhibition, in  
Picasso's birthplace, brings

together 100 drawings, etchings  
and sculptures examining the  
impact of myth and legend,  
poetry and drama on his art.  
Ends Jan 11

**MARTIGNY**  
Foundation Pierre Gianadda Ben  
Nicholson: retrospective of the  
British abstract painter, showing  
his development from poetical  
still-lives to landscapes and  
finally to monumental reliefs.  
The exhibition includes 45  
paintings and 25 etchings, and  
is particularly strong in the  
larger, later works which the  
artist created during his second  
residency in Switzerland  
1958-71. Ends Jan 24. Daily

**NEW YORK**  
Museum of Modern Art Matisse.  
Ends Jan 12. Closed Wed  
(Admission by timed-entry  
tickets: call Ticketmaster 212-307  
4545)

**METROPOLITAN MUSEUM OF ART**  
The Royal City of Susa: Ancient Near  
Eastern Treasures in the Louvre.  
Ends March 7. Also Masterworks  
from Lille: 100 paintings and  
drawings spanning the period  
from the Renaissance to the 19th  
century, including celebrated  
works by Rubens, Goya,  
Delacroix, David, Courbet and  
others. Ends Jan 17. Closed Mon

**GUGGENHEIM** Museum Robert  
Rauschenberg, the early 1950s.  
Ends Jan 24. The SoHo site has  
the set of murals which Chagall  
painted for Moscow's Jewish  
Theatre in 1920. Ends Jan 17.

**SOHO** The main museum is closed on  
Thurs, the SoHo site on Tues  
Whitney Museum of American  
Art The Geometric Tradition in  
20th century American Art. Ends

**ZURICH**  
Federal Institute of Technology  
Night-pieces: 60 prints  
illustrating how artists have  
been inspired by darkness and  
its contrast with light, from early

16th century works by Lucas  
van Leyden and Dürer to the  
present day. Ends Feb 12.  
Closed Sat and Sun

**KOBLENZ** The new Ludwig museum  
adds yet another to the  
many showcases for the Ludwig  
collection dotted around  
northern Europe. The  
Deutscherherrenhaus, a former  
Benedictine monastery built in  
1306, has been adapted to house  
a changing selection of postwar  
art, with special emphasis on  
French artists.

The inaugural exhibition, which  
runs till March 15, shows French  
art since 1950 under the title  
Atelier de France, including work  
by the Nouveaux Réalistes and  
Picasso.

One of the themes of  
the museum is the interaction of  
different schools of art: plans  
for the future include hanging  
Abstract Expressionism  
alongside the School of Nice.  
The small permanent collection  
includes works by Stella, Jasper  
 Johns and Rauschenberg.  
The Ludwig collection - the

## ARTS

### Theatre

## Black comedy in 'Grace'

"It's an honour to meet you," says the Rev Neal Hoffman, a prosperous American evangelist, to Ruth Hartstone, an impoverished Englishwoman who is about to sell him her family estate. Welcoming him with stately courtesy, she simply says "Yes."

The battlelines are already drawn, but what is the battle? Ruth cannot afford to stay in the family home, and is selling up for two million. Hoffman and his Enterprise Faith team, by contrast, are not only ruthlessly evangelical and American, they are also relentlessly profit-oriented and Philistine.

They want to buy the Hartstone home because a miracle happened there 40 years ago, at the deathbed of Ruth's sister Grace. Hoffman now plans to base his Enterprise Faith there and there to film his account of Grace's story.

A black comedy ensues, along Evelyn Waugh or Angus Wilson lines. The Hoffman crew is a ludicrous lot, including Joanna, a Sloane actress who pursues Ruth's young

companion, Freddy, with hopes that he is the gamekeeper for her. "Very D.H. Lawrence!" She is, however, being secretly bonked by Hoffman's English agent Gavin Driver. Hoffman's wife, a soul in torment for many reasons, has renounced her genuine literary talent to write wretched scripts for Enterprise Faith. Meanwhile, there is also a skeleton in the Hartstone family cupboard. But will Ruth reveal it?

The playwright is Doug Lucie, who has written other "darkly funny" plays. The comedy here is acute, and so is some of the characterisation - notably Mrs Hoffman. But Lucie weighs the moral scales against the Americans to posterous extremes. They and their Americanophile colleagues take evangelism, Philistinism, Republicanism, Thatcherism and charlatanism to extremes. They also demonstrate, in passing, gross male chauvinism and anti-liberalism, plus subtle sexism and racism. Ruth and Freddy, however, combine their religious



James Laurenson and Anna Massey: not stretched as Hoffman and Ruth

scepticism with charity, industry, socialism and (eventually) honesty. The contrast between the two sides is too drastic to be either persuasive or fun.

The play was also surely written about three years ago. Though it is officially 1992, none refers to a recession. Ruth and Freddy do voice an interesting kind of despair about Britain, but this is simply old-school pessimism (viz. E. Waugh and A. Wilson, *passim*). Line by line the play is so entertaining, and so well delivered, that it enthrals you while

you watch. What weaknesses it has grow on you gradually, and hit you afterwards. This is not the fault of Mike Bradwell's sure direction; nor of Sue Plummer's elegant designs; nor of the cast.

The most interesting characters are subsidiary - Mrs Hoffman, Joanna, Freddy - and, excellently though they are played by Kate Fahy, Emma Lewis and Ben Thomas, they are not fully developed. Kristin Thomas, in her professional debut, is awesomely perfect as the born-again gospel-singing

actress Felicia. James Laurenson, virtually unrecognisable, does good work (apart from a few intrusive British syllables) as Hoffman, but the role is something of a stereotype.

Likewise Anna Massey is an ideal Ruth - cynical, genteel, precise, dowdy - but the part does not return the compliment.

**Alastair Macaulay**

At the Hampstead Theatre  
until January 2

## Richard III travels south

across as an out-and-out villain by a northern stand-up comic who nevertheless has the capacity to charm, especially the ladies. His main trait, apart from his physical deformity, is the enthusiasm with which the villain is pursued. At the end he is beaten to death with staves by practically the entire cast. He receives the blows without a whimper.

Rutter is the director as well as the king. He is also the founder of Northern Broadsides, established in Bradford in 1990 to give more northern bite to the British theatre. *Richard III* was a sell-out at this year's Hull Festival.

The bite is there in abundance; so, remarkably, despite their short trousers and school caps. This avoids conventional sweetness and pathos (though

it does not entirely fit with the text in the description of their murder).

Richard's deformity is confined to an almost permanently immobile left arm with the hand in the trouser pocket and a slightly twisted left leg. He wears a clog on his left foot and an ordinary shoe on his right. Yet when on his nephews suddenly jumps on his shoulders like a piggy-back.

Rutter adds novelties of his own. Two young princes, for example, do not look particularly young, despite their short trousers and school caps. This avoids conventional sweetness and pathos (though

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**Malcolm Rutherford**

Riverside Studios (081) 3334

## Concert/David Murray

### New Torke double-act

Commissioned by the London Sinfonietta with South Bank Centre funds, Michael Torke's *Monday and Tuesday* had its premiere on Tuesday at the Queen Elizabeth Hall. In fact it is two pieces, but built upon a single ground-plan.

The title is meant to invoke the mundanity of one day to the next, with their local differences. Both pieces are in D, more or less, and more or less in motorised 4/4 time

## FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL  
Tel: 071-873 3000 Telex: 922186 Fax: 071-407 5700

Friday December 11 1992

# The Edinburgh agenda

SELDOM CAN the mismatch between the challenges facing the European Community and its capacity to act on them have been as glaring as at today's Edinburgh summit. Yet seldom has there been a greater need for EC leaders to cut through the tangle of detail surrounding them. Only if they settle their immediate disagreements - problems that can either be solved fairly easily or cannot be avoided any longer - will they be able next year to focus on what is really important.

The list of issues which Mr John Major and his colleagues have left off the Edinburgh agenda is striking. They are unlikely to be in a position to launch a "growth package" that would make more than a symbolic difference. They will not attempt to reform the European Monetary System. They will leave the Gatt deal on one side. They will not discuss Mr Jacques Attali's far-sighted proposal for a pan-European free trade area. There is just a chance they will summon up the courage to override Greek objections to the recognition of Macedonia, but they will not discuss any action in Bosnia on the scale needed to halt the explosion of Europe's worst refugee crisis since the 1940s. And they will respond to German pleas for a sharing of this burden only by endorsing plans already agreed among their interior ministers, under which most refugees will be returned to the first "safe" country they reached - usually one already overwhelmed by numbers and lacking either resources or institutions to handle them.

### Stop short

By contrast, they will hail the achievement of the single market on January 1, though without agreeing on the abolition of frontier checks on the movement of people. They will issue a declaration on subsidiarity and transparency, probably deleting a few directives from the statute book to show they are in earnest, but will stop short of opening the EC's legislature (the Council of Ministers) to public scrutiny. They will agree on an all-round increase in the numbers of the European Parliament, and will no doubt stitch up a horse-trader's bargain on the siting of new EC institutions. They may even agree to start

# Economics and energy prices

ANYONE UNDER the illusion that the future over the future of the British coal is capable of simple resolution would do well to read the report published yesterday by Professor Stephen Littlechild, director general of the Office of Electricity Regulation.

Its complex tabulations and reasoning about the wisdom of the electricity industry's so-called "dash for gas" serve to illustrate how difficult it is to be confident about judgments which by definition involve guesswork about the likely course of fuel prices over very long periods.

Prof Littlechild's view is that in signing up for substantial quantities of gas-fired electric power, Britain's regional electricity companies did the right thing. He argues that the price they will pay for their gas is lower than the price they could have obtained in seeking more coal-fired capacity via the two big national generators, National Power and PowerGen. Prof Littlechild is also sympathetic to the argument of the regional companies that, faced with the National Power-PowerGen duopoly, it is in their interest to open up additional sources of generation.

Offer's calculations were instantly challenged yesterday by National Power and others, but those who lack the specialist knowledge to do their own arithmetic are likely to conclude that Offer's figures are the least partisan and most trustworthy available. Offer's critics maintain that the regulator also has a vested interest in diversifying ownership in electric power generation and hence in backing the dash for gas.

### Indispensable tool

The immediate point for the government, as it approaches the end of its review of the October decision to close 31 coal mines, is that it should now reassess the gas issue in its reassessment of coal's future. Unless government can be satisfied that Prof Littlechild has got his numbers wrong, the option of mothballing or delaying completion of gas-fired capacity is out.

The underlying point is that, whatever the difficulties, economic analysis of the kind published yesterday by Prof Littlechild is an indispensable tool of

From Eurosclerosis to Europhoria and back again; this has been the history of the European Community since the beginning of the 1980s. It has been an exciting rollercoaster ride. But will the Edinburgh summit bring the next rise any closer?

Good economic performance is not optional. It is the EC's lifeblood. Periods of rapid growth, such as the 1950s, 1960s, early 1970s and late 1980s, have also been times of advance. Growth encourages governments to take risks with integration, and integration in turn promotes growth. It was probably no accident that 1984 was when the British budget rebate was settled, when thoughts turned to the Single European Act (SEA) and the programme to complete the single market; and also when the EC economy returned to reasonable economic growth once more.

The EC economy as a whole expanded at 2½ per cent a year or more in every year between 1984 and 1990 (see chart). During those years, the SEA was conceived and ratified. The single-market programme was put in place. The exchange rate mechanism became both more stable, with realignments virtually ceasing after January 1987, and more universal. In a last burst of Euro-enthusiasm, a treaty on economic and monetary union was conceived, negotiated and agreed at Maastricht.

None of these achievements was particularly easy. Economic success made them possible.

The good EC performance in the seven fat years between 1984 and 1990 was partly a reflection of the worldwide recovery, which began in the US. The weakness of the dollar from 1985 was also expansionary, since it induced monetary loosening in countries whose monetary authorities tried to support the American currency.

Improved EC performance also reflected changes specific to the EC. Successive reduction in inflation in the first half of the 1980s (see chart) made possible renewed growth. Meanwhile, the single-market programme was part of a wider European process of liberalisation and structural reform. As for the programme itself, the most important fruit may have already been picked. The rapid expansion of EC business investment that occurred during the second half of the 1980s was partly in anticipation of the completion of the single market.

The other issue that simply cannot be ducked is the "Danish problem". Here British and EC lawyers have been performing feats of diabolical ingenuity to devise a "legally binding" formula which is supposed to let the Danes ratify the treaty while being exempted from most of its provisions, and yet not require re-ratification by everyone else. The danger of such a formula is that others - possibly Britain, probably some of the would-be new members - will seek to invoke the Danish precedent, although one can argue that all Denmark is doing is to invoke the precedent already set by Britain's opt-outs negotiated a year ago.

In any case, that risk can no longer be avoided if the treaty in its present form is to be saved at all. The best hope is that the formula will be accepted by all, and that both Britain and Denmark will then move as fast as possible to a decision by their respective constitutional procedures, not prolonging the agony with a ridiculous game of Gaston and Alphonse. Europe can live with the treaty or if necessary without. What it cannot afford is to spend another year haggling over the small print.

One problem did become more obvious. Eurosclerosis - the market rigidities thought to be inhibiting EC growth - may have been exaggerated, but the sclerosis of the EC labour market was not (see chart). The EC-wide unemployment rate last peaked at just under 11 per cent in 1986, only a little above the US peak. But US unemployment fell to 5.3 per cent in 1989 and total US employment grew by 18 per cent between 1979 and 1991. By contrast, EC unemployment only fell to 8.4 per cent in 1990 before rising to 9.8 per cent in October, while total EC employment grew only 7 per cent between 1979 and 1990.

With this important exception, the EC economy still looked healthy

energy policymaking. It is one of the more disgraceful aspects of British energy policy over the years that it has seldom, if ever, been based upon rigorous work of this sort.

### Uncompetitive prices

Instead, politicians have preferred to lurch from project to project, arguing pointlessly about whether energy policy needs to exist at all (yes, says the Labour party; no, said the Thatcherites.)

The danger with the first view is that it quickly turns into a command economy, with politicians responding to short-term pressures and making bad decisions which result in uncompetitive energy prices. This was British energy policy from 1945 to 1979. The legacy of the latter (British energy policy 1979-1992) is a series of major decisions on privatisation, new pits and power station projects taken without any attempt to understand and allow for the economic links between them. In energy, a decision about electricity is also inextricably a decision about coal, nuclear, gas and oil.

Britain is to retain, as it must in the interests of a competitive economy, its momentum towards regulated markets in energy, it is essential that transparent data about prices are available both to the market, the regulator and to the politicians who will still be required to take some decisions, whether for social, environmental or security reasons.

It may well be that in response to the rebellion on its back benches the government will decide that it wishes to maintain or even increase the level of subsidy to the coal industry in order to save miners' jobs. If so, ministers should ensure that at the very least the price of this transaction is visible: either as direct subsidy from general taxation or a quantified levy on electricity consumers.

There will be powerful instincts to the contrary. Transparent subsidies attract the attention of the European Commission, and electricity consumers have proved to be obligingly supine in accepting the existing toll to pay for uneconomic nuclear power. But when it comes to energy policy, the oldest advice is the best: let there be light.

Every so often Britain reveals itself as the land of no logic, ill reason and nonsense. It is in a flap this week about the constitutional implications of the decision by the Prince and Princess of Wales to lead separate lives. Even by English standards this is weird.

While there is a monarchy there are no constitutional implications arising from the matrimonial difficulties of the royal family. Someone will succeed Queen Elizabeth. If it is not Prince Charles, it will be Prince William; if not the latter, then the next in line. Whoever it is will presumably have been trained to fulfil the contemporary functions of the office, which are fourfold. The monarch must support good causes. She or he must create an atmosphere in which courtiers and the recipients of honours may flatter themselves. The institution must be enchanting and at worst entertain the populace. Finally, politicians delude themselves that, under the Crown, they are working within a rational framework.

In theory there should be no questioning of who is to occupy such a hereditary post. In practice the abdication of 1937 diluted the hereditary principle. The government sat as a secret court of morals over the monarch and cast him out. We therefore endure an English muddle. Lineal descent determines the heir, but his or her personal behaviour must be vetted. The test changes with time: if, as is to be hoped, the Queen continues in good health for another decade or more, the fitness of her eldest son to replace her will be determined by whatever is the prevailing popular opinion in the early decades of the next century. Constitutional lore will be altered to suit the moment.

For the time being their organised complacency has vanquished even

# Riding the rollercoaster

Martin Wolf asks whether the EC's Edinburgh summit can help revive the performance of Europe's ailing economy

### The EC follows the US downward



A couple of years ago. This is no longer the case. The EC economy is struggling, not least Germany's, despite what should have been the great opportunity provided by German unification and despite the absence in most of continental Europe of the overhang of private-sector debt that has depressed the Anglo-Saxon economies, as well as Scandinavia and Japan.

What has gone wrong? First of all, the EC's problems must not be exaggerated. Economic slowdowns are inevitable. Some explanations are required, especially when the recessions of 1975-76 and 1979-83 had the specific proximate causes of the oil price shocks. Fatalistic appeal to very long term, Kondratief, cycles is not persusible.

In the second place, there was a significant deterioration in the international environment. Under George Bush, the US had its poorest performance since President Hoover, with identical results for the hapless incumbent. The debt deflation that weakened the US economy has also undermined the performance of other economies. Combined, they account for two-thirds of OECD economic output.

Yet even the external environment is not a sufficient explanation for worsening EC performance. The EC's gross domestic product of \$6.2 trillion (million million) in 1991 was even greater than that of the US, while its ratio of external merchandise exports to GDP was only 8.4 per cent. The EC ought to be able to grow under its own steam. It certainly should be able to do so as well as the open developing countries of east Asia, which are doing just that.

**T**hird and most important have been internal economic developments. The UK is the debt-deflating cuckoo in the EC nest. Meanwhile, in Italy, public-sector excess has made up for private sector prudence. It is no accident that these two countries, which account for a third of EC GDP, are in severe economic difficulties and have seen their currencies forced out of the ERM.

Yet what has happened to the UK and Italy has not been the EC's most important internal development. That honour must be accorded to German unification, an event that is remaking both the country at the heart of Europe and Europe itself. Unfortunately, German unification has been met by a number of serious mistakes that share a common feature: the attempt to subordinate economic forces to political dictation.

The first set of errors was made in Germany itself: the commitment to one-for-one monetary conversion and the acceptance of premature wage convergence. These mistakes

were compounded by others: failure to understand the implications of east-west wage convergence; for all-German real wages; and the decision to borrow to cover most of the initial costs of the transfers to east Germany, which are some 7 per cent of west German GDP. These decisions led to open conflict between the government, on the one hand, and a battered Bundesbank, on the other.

The second set of errors occurred in the EC as a whole. A real appreciation of the D-Mark was required to facilitate absorption of resources within the German economy. A D-Mark realignment or, better still, temporary flotation of the D-Mark

would have been a superior method of bringing about the needed adjustment than the deflation throughout the EC, via high real interest rates that has actually occurred.

European policymakers decided to abandon the ERM, despite German unification, while doing nothing to make the system able to bear the strain. The result of this mistake have been seen this autumn. The pound and the lira have been forced out; the peseta and the escudo have had to realign; and the Irish punt, the Danish krone and the French franc have come under pressure.

If these are the problems, what are the solutions?

The urgency of the cyclical prob-

lem must not be exaggerated. The Bundesbank is almost certain to lower short-term interest rates over the next 12 months. It may even do so quite sharply. The US economy is recovering as well. By 1995 the EC economy is likely to look far healthier than it does now. These prospects should themselves ease market pressure, particularly via further weakening of the D-Mark, which is needed to improve long-term German competitiveness and improve its rapidly deteriorating cyclical position.

Little can be expected of the EC's growth package. The Commission argues that symbolic action is needed to boost confidence. Greater confidence is, indeed, required. But economies are not in poor shape because confidence is poor. Confidence is poor because economies are in poor shape. The case for more EC infrastructure spending, sound enough in itself, should not be linked to the EC's cyclical problems, since cyclically motivated infrastructure spending is almost always misguided.

Something more substantial, such as the stimulus of 1 per cent of EC GDP proposed by the Commission, will not happen, not least because Germany, which bears deep scars from when it agreed to be a "locomotive" in the late 1970s, is opposed. Furthermore, the budgetary difficulties of Italy, the UK, Germany and Spain (which together account for more than two-thirds of EC GDP) suggest that a substantial co-ordinated fiscal stimulus would be unwise. It might even be counterproductive, though such a stimulus might make sense for France.

This does not mean that the EC is doomed to sit and twiddle its thumbs.

**W**hat the EC most needs is monetary easing. Under present arrangements, a member state can enjoy that only by leaving the ERM altogether or by waiting for the Bundesbank to move. Leaving the Bundesbank is counterproductive. Changing ERM arrangements is not. The ERM without exchange controls has proved itself half-baked, especially subjected to the stresses of German unification and the inability of the German government to make its policies more *concentrative*.

If there is to be a economic and monetary union, those who make the grade should start as soon as possible. Waiting around for years - at least four, according to the Maastricht treaty, and probably more - will ensure more accidents. Alternatively, - or, at the same time, but for different countries - the ERM should be made more flexible. UK short-term interest rates are now, below German ones because the pound is expected to appreciate. With temporarily wider margins, perhaps for just the next year or so, other countries could enjoy the same luxury.

The second, unhappily more intractable, policy issue is the EC labour market. It will be impossible to sustain a stable ERM, let alone EMU, if the performance of labour markets continues to deteriorate.

The problem did not go away in the far years. It has returned to haunt the lean ones. It must be a principal focus of policymakers' attention.

These are not the questions that will keep the EC policymakers up over the weekend. But the implications of their limited agendas are also clear. Their deliberations may determine where the EC goes politically. They will contribute little, directly, to its prosperity.

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The cult of Ross Goobey

...and to reinforce his fame, he has now become the Imperial Ambassador. Mr Goobey has been appointed chief executive of the Royal Mint and is responsible for the Royal Mint's financial management. He looks after some of the Royal Mint's investments for the Royal Mint and is probably the Royal Mint's manager of pension funds. The job was vacant and he will seek his fortune in America. Mr Goobey is currently the self-appointed strategic advisor to the Royal Mint and has experience on the board of the Royal Mint Fund and the Royal Mint Management Committee. He has also had experience as a special advisor to the Royal Mint's chairman. He will leave him with a team of experts to sell something to the Royal Mint's books in the near future. On the other hand, Mr Goobey is a James Cagney-style character, a similar vestige of a bygone era, having a better presence than a better person, but I am sure he will be missed.

Edgar Lee...  
12 years at the controls of Chrysler, could Lee become chairman, in a rescue mission?



# FINANCIAL TIMES

Friday December 11 1992.

Forces may stay for up to a year as the UN seeks a local administration

## Troops clash with Somali gunmen

By Julian Ozanne in Mogadishu,  
Michael Holman in Nairobi and  
Michael Littlejohns in New York

US MARINES and French foreign legionnaire paratroopers exchanged fire with freelance gunmen and bandits last night in the Somali capital Mogadishu, leaving at least two Somalis dead and 14 injured.

The clash, the most serious so far, came as Mr Herman Cohen, US assistant secretary of state for African affairs, told a Nairobi news conference that some of the US-led force being established in Somalia could stay there for up to a year.

"US military involvement will be limited," said Mr Cohen, "but troops will liaise with the UN with a view to establishing some form of governmental authority." It would take "between six and 12 months" to establish a new administration in Somalia.

The US force in Mogadishu said it had arranged face-to-face talks between the two most important rival warlords whose power struggle has reduced the city to rubble and lawlessness. Gen Mohamed Farah Aideed and Mr Ali Mahdi Mohamed agreed to meet for the first time in 13 months today at the gutted US Embassy compound.

But Mr Robert Oakley, the US special envoy now in Somalia, was adamant that the US would not be involved "in drawing the possible political architecture for the future of Somalia".

In a television interview from Mogadishu, he said today's meeting was not "political" and was mostly designed to discuss immediate security-related issues. Somalia's future, he added, was "a UN mission" in which the US would offer what help it could



A member of the French Foreign Legion orders a Somali out of his car at a checkpoint near Mogadishu

but not, be impaled, take the lead. One purpose of the meeting, he said, was to look into how best to get Somalis to turn in their weapons. He did not rule out house-to-house searches by the coalition forces, but hoped some less intrusive approach might work.

Payment of bounties to those surrendering guns has also not been ruled out in Washington.

Mr Boutros Ghali, the UN secretary general, said in New York that he was inviting Gen Aideed and Mr Mahdi to a further meeting, in Addis Ababa next month, in a new attempt at

national reconciliation. Representatives of the clans and international aid officials who last week attended a UN-sponsored conference in the Ethiopian capital would also be asked to attend.

A UN official said the principal purpose of the meeting would be to arrange a subsequent international conference on Somalia.

The moves brought Somalia closer to the status of a United Nations trusteeship. This reflects the hardening belief that a political initiative must run in parallel with the relief exercise. The alternative, say African and other dip-

## Carmakers agree to publish comparative prices across EC

By Andrew Hill in Brussels

CARMAKERS will have to publish twice-yearly lists of comparative prices of selected new vehicles in European Community countries under a plan agreed with the European Commission. The first list will be published next May.

The plan – to be announced by the Commission next week – is aimed at helping consumers shop for car bargains across EC borders. Sir Leon Brittan, EC competition commissioner, believes it could also increase pressure on manufacturers to bring EC car prices into line, and make it more difficult for dealers to discriminate against foreign buyers.

According to a survey published last month by Beuc, the European consumers' organisation, the price of certain new

models can differ by more than 40 per cent between countries. Manufacturers point out that prices are mostly within the 12 per cent band recommended by the Commission.

The Commission plan is not legally binding, but EC officials indicated yesterday that if car makers do not co-operate they will risk losing their jealously guarded right to distribute cars through exclusive dealerships when the system comes up for review in mid-1995.

Every manufacturer which sells cars in the Community will have to select a representative model from each part of its product range and publish the prices in 10 EC countries.

The carmakers will also have to supply information about the price of five common options – anti-lock braking systems, air

conditioning, right-hand drive, automatic gearbox and power steering – and details of warranty, roadside assistance options and delivery costs.

Prices, published in May and November every year, will be shown both before and after tax, in Ecu and local currency. Comparative figures for Denmark and Greece – where car tax of more than 100 per cent distorts the selling price – will not be included.

The Commission agreed to drop its original demand that manufacturers supply information about all models and options on the grounds that it would be too time-consuming for manufacturers and confusing for consumers.

Manufacturers are still likely to argue that realistic comparison is difficult because dealers in some countries are often large discounts on list prices.

## Britain and Germany approve revised Eurofighter project

By David White in Brussels

BRITAIN and Germany last night patched up their six-month quarrel over the future of the European Fighter Aircraft, enabling work to continue on a revised project.

Mr Volker Rühe, German defence minister, agreed that Bonn would take part alongside the UK, Italy and Spain in completing development work.

The agreement is seen as a climbdown by Mr Rühe, who previously insisted on a fundamental redesign.

Mr Rühe accepted yesterday that a wholly new aircraft was ruled out because more than half the £20bn (\$31bn) fighter programme had already been spent.

The remaining funds could now be directed into a more suitable project.

The project was thrown into doubt after Germany announced

in June that it would not proceed with producing the aircraft as it then stood. Its continued participation in development was also in question.

The modified project will use the same airframe and engines that the industrial partners have been working on since 1988, but will permit individual nations to install different standards of equipment.

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## Major calls for deal to end EC paralysis

Continued from Page 1

latest proposals were due to be discussed by Mr Major and Mr Mitterrand at dinner last night and will be at the centre of the discussions by heads of government this afternoon.

One of the biggest hurdles to overcome is the demand by Spain, backed by Germany, for a higher "own resources" ceiling for the EC budget.

Britain yesterday made new proposals under which more cash would be channelled to the

poorer EC countries, such as Spain, Portugal, Greece and Ireland. But these received a cool initial reception from Mr Felipe Gonzalez, the Spanish prime minister. He said they appeared to be unacceptable, but he still had to study them in detail.

World Weather	Boulogne	Frankfurt	D	4 38	Majorca	F	11 52	Orono	S	13 55	Tenerife	F	20 55
Aleppo	F 14 37	Buenos Aires	R	3 38	Gibraltar	F	13 55	Oslo	S	14 55	Oslo	S	21 55
Algiers	F 17 53	Cairo	R	27 80	Glasgow	D	8 48	Paris	F	14 55	Toronto	F	20 55
Amsterdam	S 19 41	Cape Town	S	22 73	Helsinki	F	2 38	Prague	C	3 37	Paris	C	14 55
Athen	S 19 65	Greece	S	22 73	Hong Kong	F	26 79	Melbourne	S	24 55	Praha	S	15 55
Bahrain	S 19 68	Cyprus	S	23 85	Iceland	F	20 85	Munich City	F	24 55	Prague	D	16 55
Bangkok	C 33 91	Chicago	S	17 63	Inverness	S	9 48	Milan	F	11 72	Rio de Janeiro	S	20 55
Barcelona	C 10 59	Cologne	C	3 37	Istanbul	F	19 68	Milan	F	9 48	Rome	F	20 55
Beijing	S 20 37	Dubai	C	4 41	Johannesburg	F	13 55	Montreal	S	12 10	Saltzburg	C	1 35
Berlin	F 20 40	Edinburgh	T	12 5 6	Johannesburg	F	19 68	Moscow	S	2 78	S Francisco	C	14 55
Belfast	C 5 41	Dallas	S	3 3 5	Lisbon	S	15 59	Nairobi	F	1 34	Sofia	C	2 35
Belgrade	S 6 43	Dublin	F	8 48	London	C	6 43	Naples	F	14 55	Szeged	C	2 35
Berlin	C 4 39	Dubrovnik	F	7 45	Los Angeles	T	10 50	Stockholm	C	1 34	Temperatures at midday		
Bilbao	C 5 45	Edinburgh	F	1 45	New Delhi	S	21 69	Sydney	C	3 37	1 Noon GMT temperatures		
Bonny	S 30 40	Faro	C	15 61	New York	C	1 34	St Petersburg	C	3 37	C - Cloudy Dr - Drizzle		
Bordeaux	C 6 43	Florence	F	10 60	Madrid	S	9 48	Tokyo	F	23 70	F - Fair Pg - Fog H - Hall		
Boulogne					Nicosia	F	19 68	Toronto	F	14 55	R - Rain S - Sunny		
Budapest					Tbilisi	F	1 34	Tunis	F	14 55	S - Sheet Sh - Show		
Budapest					Tokyo	F	1 34	Zurich	C	2 35	T - Thunder		

## THE LEX COLUMN

### Target practice

The currency markets were right not to look to the Bundesbank for short-term comfort yesterday. Next year's money supply target range of 4.5 per cent to 6.5 per cent is a little more generous than this year, but with M3 growth in the final quarter of 1992 likely to come in between 3 per cent and 10 per cent, there is little immediate prospect of lower interest rates. The now familiar litany of worries – the budget, wage pressures and next month's VAT increase – also means the bank is unlikely to relent much before the end of the first quarter.

At some stage after that, declining growth may bring the money supply into line. Then the Bundesbank may be in a position to cut quite sharply. The D-Mark would weaken and the pressure would be off the ERM. As before, the problem for the system lies in getting from here to there. The task is harder now Norway has abandoned its informal link to the Ecu. It could become harder still if the Edinburgh summit fails to find a way of letting Denmark off the Maastricht hook.

The European authorities must be hoping Christmas torpor will deter another bout of speculation. Yesterday's French announcement of a money supply target broadly in line with that of Germany signals an intention for monetary policy to converge.

That may help. So may yesterday's modest rate cuts in Belgium and the Netherlands, not to mention Germany's fixed rate repurchase operation which at least means money market rates will not rise this year. But it is touch and go, and the new year may see a different story.

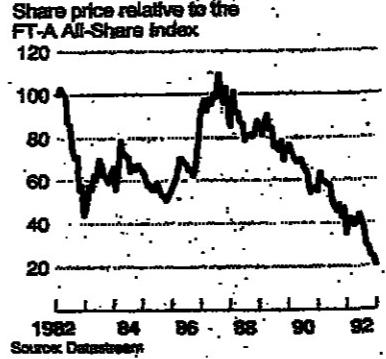
#### Pilkington

Share price relative to the FT-A All Share Index

FT-SE Index: 2726.5 (-24.2)

#### Pilkington

Share price relative to the FT-A All Share Index



Source: Datastream

sale is likely to be dilutive and the money will make only a small dent in likely year-end borrowings of £300m as Pilkington continues to bleed cash. Dealing with that problem should have required a much more rigorous rationalisation. Instead Pilkington seems intent on decorating the Christmas tree while the roof needs repair.

In time, the huge operational gearing of the business should mean that profits surge when recovery arrives, although overcapacity may complicate the sums. The benign effects of devolution and Pilkington's severe squeeze on working capital may yet buy the company time to save its face. However if there is no improvement by next June, Pilkington's decision to maintain its dividend will leave it looking pretty reckless.

#### Guinness

There is a slightly unnerving message for the market as a whole in the 9 per cent fall in Guinness's share price over the past two days. The company

is starting to feel the chill spreading through the European economy. September's devaluation will do little for earnings for the time being because export revenues were hedged, a factor which also protected Guinness from the weakness of the dollar earlier in the year. But European consumers, particularly in Germany, are spending less on spirits. Added to that, Guinness has a particular problem in Spain where the rationalisation of its brewery acquisitions is proving more difficult than expected. It has lost both market share and margin in a declining beer market.

The upshot is that Guinness may, for once, see a decline in profits this year and the chances of it generating over £1bn in 1993 are remote. This realisation, prompted by a wire agency interview on Wednesday, took the market by surprise, so the share price fall could be seen as a one-off adjustment to lowered expectations which may not have much further to run.

The harder question is whether Guinness has lost its magic touch for good. There is no reason why recession should have blighted the long-term growth prospects of the international spirits sector, but declining inflation may leave consumers in the industrial world more price conscious for a while. With earnings growth next year unlikely to match the market average, it is hard to see the share price outperforming even from a lower base.

#### Pilkington

There is no doubt that Pilkington is still suffering from the nasty volume swings that periodically disfigure its industry, as yesterday's 70 per cent fall in interim profits grimly testifies. Yet those most involved in the dash for gas, notably Southern Electric and Norweb, will doubtless be relieved to stand the competition. They can, however, hardly be pleased to find the regulator digging deeper to see whether the coal-fired contracts which they offered as an alternative to gas-fired reflect costs.

In one respect the generators – and the coal lobby for that matter – might justifiably feel hard done by. In cutting capital expenditure and sacrificing the Sola spectacles business in its desperate determination to hold the dividend, Mr Leverton is in danger of dulling the coming upturn. Even assuming Pilkington receives £200m for Sola, the

#### UK electricity

National Power and PowerGen must be starting to sweat. Professor Littlechild's exoneration of the regional electricity companies for buying gas-fired power is not bad news in itself. Those most involved in the dash for gas, notably Southern Electric and Norweb, will doubtless be relieved to stand the competition. They can, however, hardly be pleased to find the regulator digging deeper to see whether the coal-fired contracts which they offered as an alternative to gas-fired reflect costs.

&lt;p



## LONRHO: ROWLAND'S EXIT

It is unclear what direction the company will take after Tiny, Tony Jackson reports

## A departure wholly in character

IT IS wholly in character for Mr Tiny Rowland that his exit from Lonrho should be so hard to interpret.

It is unclear what direction the company will take when he is gone, or indeed who is to run it. It is also unclear how far the deal is good for Mr Rowland's loyal band of fellow shareholders.

The case for the deal is simply put.

Lonrho is issuing shares to Mr Bock at 85p. This is some 10p above the market price.

Existing shareholders are therefore better off, particularly at a time when Lonrho is strapped for cash. Also, while some Lonrho shares are evidently worth 115p – the price Mr Bock is paying Mr Rowland – shareholders are being offered a rights issue at a mere 85p.

There are eminently respectable advisers to vouch for the deal: Deutsche Bank for Mr Bock, through its subsidiary Morgan Grenfell; Royal Bank of Scotland for Lonrho, through its subsidiary Charterhouse.

## The quiet man with clear ideas of what he has to do

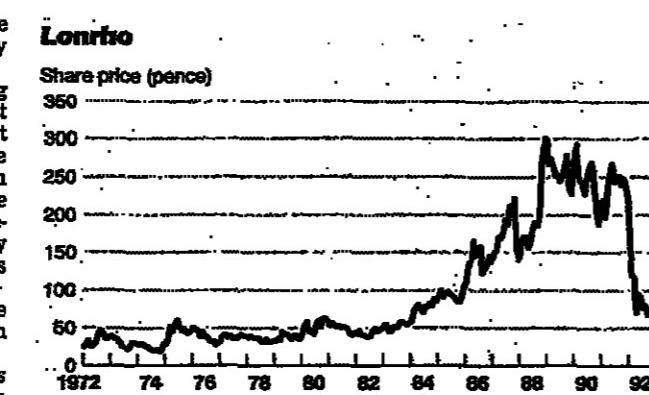
DO NOT confuse Mr Dieter Bock for one of "our publicity seeking entrepreneurs in the UK" said one of the advisers to the German financier who is buying a big stake in Lonrho.

According to those close to him, Mr Bock has deliberately decided to keep a low profile until after Lonrho's rights issue is completed.

"He has very clear ideas on what he might do but is keeping his powder dry. He likes to remain quiet until he is sure his plans can work," the adviser added.

There are, however, two main areas in which Mr Bock and his advisers have already shed some light.

When he signed the deal with Lonrho on Wednesday he made it clear that he believed Lonrho's assets were worth



their net worth diluted, assuming they do not stump up for the rights.

But while shareholders have no incentive to pay above the market price, it is different for Mr Bock and his shadowy backers. They stand to end up with 25 per cent of the company.

Mr Rowland dominated Lonrho with a smaller shareholding. Arguably, shareholders are seeing *de facto* control being transferred under their noses for a very meagre premium.

The real premium, of course, goes to Mr Rowland, who gets 115p for half of his stake. The rest can be bought by Mr Bock after three years at the prevailing market price, apparently without paying anything for the option.

There seems nothing strictly improper about Mr Rowland extracting a higher price in this way. It might be asked, though, whether it did not create

a conflict of interest when he explained the deal to the rest of the board. It is understood that he did not vote at the board meeting in question. But Lonrho is his company, and he is the dominant director.

Indeed, there is a defensive tone to Mr Rowland's own letter to shareholders. His premium, he writes, does not represent any unfair advantage, "since neither my company nor I has ever dealt in Lonrho's shares other than to buy them." Either the argument is a *non sequitur*, or any other shareholder who has never sold shares can apply to Mr Bock for 115p as well.

However aggrieved shareholders feel about all this, there is probably nothing they can do about it. There is a striking contrast with Mr Alan Sugar, whose modest proposal to buy out Amstrad's shareholders was turned down yesterday. As more than one City observer has remarked, when it comes to corporate infighting Mr Rowland makes Mr Sugar look like an amateur.



Tiny Rowland: has repeatedly thumbed his nose at the British establishment

Trevor Humphries

## A secretive tycoon heads for the final handshake

Barry Riley examines Tiny Rowland's track record

IT IS 31 years since Roland "Tiny" Rowland was recruited by Mr Angus Ogilvy, then an executive of Harlow Drayton's 117 Old Broad Street group, while on a visit to Rhodesia to sort out the troubles of a minor offshoot called London Rhodesian Mining & Land. Soon Mr Rowland, a then-unknown Rhodesian farmer of German extraction, had moved to London as boss of Lonrho.

Almost from the beginning he has left a trail of controversy, with controversial takeover bids, eccentric obsessions and repeated insults to the British financial establishment.

Mr Rowland's greatest financial achievements came in the early years as he built up the company during the bull markets of the late 1960s and early 1970s. Relative to the UK equity market the Lonrho share price hit a peak in 1974. But it fell out of favour in the late 1970s and traded sideways during the 1980s.

As Mr Rowland aged the company appeared to lose strategic direction and during the past two years the share price has slumped because of rising debts, sliding profits and slashed dividends.

His first major clash with the authorities came in 1973 when eight directors, led by Sir Basil Smallpiece, resigned over Mr Rowland's cavalier management style, including his presentation of a £307,471 expenses claim (worth nearly £2m at 1992 prices). The affairs of Lonrho were famously described by the then prime minister Mr Edward Heath as "the unacceptable face of capitalism".

After a probe by Department of Trade inspectors Mr Rowland was censured for misuse of company funds and was judged to deserve "severe criticism" for his conduct. Criticism was also directed against Mr Ogilvy, who resigned as a director. Nevertheless Mr Rowland carried on, seeking shelter from well-connected politicians.

Tiny Rowland has repeatedly thumbed his nose at the British establishment, doing deals with the likes of President Gaddafi of Libya.

He has adopted an extravagant tycoon lifestyle, with a suitcase permanently packed, and a pilot on standby to fly him in the corporate Gulfstream jet to whichever African capital catches his fancy.

He does not take opposition lightly. There have been famous campaigns against the Fayed family from Egypt and their alleged banker, the Sultan of Brunei, and against the Australian Mr Alan Bond, who in 1988 had the effrontery to try to take Lonrho over, but was repulsed by a 53-page Lonrho document which alleged that the Bond Corporation was financially unsound. Indeed, Bond later went bankrupt.

Mr Rowland accumulated mines, plantations, hotels, car distributors, the Observer newspaper, the Wankel rotary engine and much, much more besides in his corporate empire. But the greatest prize, Harrods, the famous Knightsbridge department store, slipped through his grasp despite his tireless feud against the Fayed who snatched control of it from under his nose.

A Department of Trade and Industry inquiry eventually proved that the Fayed had lied in their takeover documents but the department refused to take action in favour of the man who had presented the "unacceptable face of capitalism" some 15 years earlier.

Tiny Rowland generated endless newspaper copy, but in many of his business dealings he was notoriously secretive. While concepts of corporate governance evolved towards openness and participation in boardroom dealings by independent non-executive directors, he continued to stand for the autocratic rule of the old-fashioned company boss.

Investment institutions mostly shunned Lonrho, but thousands of small investors were attracted by Mr Rowland's charisma and the high dividends he paid out. Now, however, those dividends have dwindled badly, the company appears to be in a mess, and Mr Rowland's final gesture to his supporters is to negotiate a deal which is specially favourable to himself as he heads for the exit.

## African relationship turns rocky

"TINY'S in town!" For three decades the cry has gone up, in towns and cities across Africa, from Cape to Cairo, from the lips of politicians, businessmen or journalists.

A commercial deal, a political initiative, lunch with the local Lonrho board, or dinner with the president – possibly all four, and on the same day, before the company jet takes the chief executive of Lonrho, still going strong at 75, on to his next destination.

If the pantheon of Africa's post-independence leaders allowed honorary membership, Mr Tiny Rowland could take his place for granted.

Ready to nominate him would be many of those leaders themselves. Yet all are dead, or dying; exiled or exiling. Age has taken its toll; but so has democracy, with autocratic leaders bucking under domestic and international pressure

and succumbing to demands for multi-party elections.

It was with these men that Mr Rowland has worked closely; many observers claim he does not have the same links with the new generation of African leaders.

And Africa is changing in another respect. Structural adjustment under the scrutiny of the IMF and World Bank is creating fewer opportunities to exercise presidential power.

High hopes that marked the emergence of independent African states in the 1960s were dashed in the 1970s. Today those hopes are at their nadir, the continent enervated by disasters, both natural and man-made.

All these changes have taken a toll of Lonrho's assets, however efficiently managed. Post-Roland, Lonrho as a company and Mr Dieter Bock, as its new driving force, will find busi-

ness in Africa harder and potentially less profitable.

Lonrho has become increasingly dependent on profits from Africa. They accounted for £150m out of group pre-tax profits of £207m for the year ended September 1991. Activities include, in South Africa, platinum, gold, coal and asbestos mining; motor dealerships, and sugar investments.

Further north Lonrho has a wide spread of mining, agricultural and commercial assets spread across at least 16 countries. Prominent is the Ashanti gold mine in Ghana, but the list extends to tea, beer, pharmaceuticals, sugar, farming, textiles, soft drinks, timber, paint and hotels.

Yet questions hang over many of Lonrho's businesses: Kenya's economic difficulties and political uncertainties put question marks against Lonrho's hotel and motor vehicle

interests. Plantations in Mozambique depend on successful implementation of the UN supervised peace plan. In Zambia, Lonrho companies are dependent on the success of a fragile economic adjustment programme, as in Zimbabwe, where Lonrho has substantial interests.

The future of investments in Malawi is heavily dependent on what happens after Dr Hastings Banda, now in his mid-80s, passes on. Lonrho's companies in Nigeria are hit by the economic crisis and uncertainty about the handing over to civilian rule.

Weak currencies, political risk, and hold-ups in remittance of profits and dividends make many holdings worth less than their book value. In event of sale, it would be difficult to repatriate the proceeds.

Michael Holman

## The undisputed jewel in the crown

FOR ALL Lonrho's multiple interests in Africa – ranging from gold mining in Ghana to Kenyan hotels, Mauritian sugar estates and Tanzanian tea plantations – the undisputed jewel in the crown is Western Platinum, the world's third largest producer.

Situated in South Africa on the Bushveld complex along with Rustenburg and Impala, the other two main producers, Western has been at the centre of speculation for the past two years over some sort of closer tie between Lonrho and Gencor, the country's second largest mining house.

Mr Brian Gilbertson, Gencor's chairman, confirmed yesterday that discussions on an ongoing basis had continued ever since Impala, the platinum arm of the Gencor group, had put its Karel mine into Western in return for a 27 per cent stake.

Mr Gilbertson reiterated that although various options – including a possible takeover of the Lonrho group – had been discussed, the primary focus of discussions had always been in achieving synergies on the platinum side.

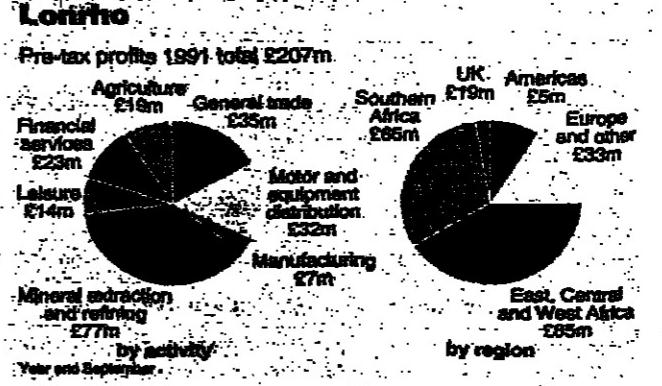
His view remained that more could be achieved in this area, especially Lonrho shareholders. He added: "I like to think Mr Dieter Bock will come to the same view."

Mr Gilbertson said the most recent discussions with Lonrho had been about a month ago. But he said he hadn't personally been involved in any detailed discussions.

It is believed that these were conducted mainly by Mr Bernard Smith and Mr Brian Gilbertson, Gencor's chairman, and chairman of Impala, the group's energy arm.

The attraction of Western to Impala was, in the first instance, its reserves. Two years ago Impala had a paucity of reserves, subsequently addressed, in part through acquiring a lease over the Deep area and purchasing the platinum interests – later mothballed – of Rand Mines.

A merger with Western could have solved this problem.



Another attraction was that heavy start-up costs would be avoided, since Western was already in production and that it was in a major expansion phase. It has also long been accepted that it is the lowest cost producer in the industry.

On the downside is Western's high level of debt – estimated by analysts to be in the region of R150m (£125m). There are concerns as to whether cash flows are sufficient to fund interest payments on

this debt.

Analysts ascribe this problem to extremely rapid expansion coinciding with a sharp decline in world rhodium prices.

Production grew from 274,000 ounces of platinum group metals in 1988 to an estimated 600,000 ounces in 1992 – a rate of expansion way in excess of anything contemplated by Rustenburg or Impala.

Philip Gawith

William Nicol  
Chairman

Copies of the interim report will be mailed to all share holders and are available from Investor Relations, South Western Electricity plc, 800 Park Avenue, Bristol BS12 4SE. Tel: 0454 201101

## INTERNATIONAL COMPANIES AND FINANCE

## Ericsson joins Hewlett in network systems venture

By Ronald van de Krol  
In Amsterdam

**ERICSSON**, the Swedish telecommunications company, and Hewlett-Packard, the US computer group, said yesterday that they planned to form a joint venture to provide telecommunications operators with network-management systems. This underlines the trend towards co-operation between the computer and telecommunication industries.

The joint venture will be 50 per cent owned by Ericsson and will be based in Stockholm. It will also have offices in Gothenburg, Sweden, and Grenoble, France, where Hewlett-Packard's telecommunications

tions systems business unit is based.

Company officials who made the announcement in Amsterdam, declined to give details of the required investment or expected revenue of the joint venture, which will have a workforce of 350 and will be called Ericsson Hewlett-Packard Telecommunications AB. It is due to begin operations in the first quarter of 1993.

But Mr Haakon Jansson, president of Ericsson Telecom, said the move involved a "significant" investment for each partner. The deal must still be approved by the European Commission. The joint venture is aimed at

winning business from the growing trend among telecommunications operators to place orders outside their own companies for systems that combine network management with administrative and customer support systems.

Currently, only 10 per cent of the annual \$10bn spent by telecommunications companies on systems integration is performed by third-party suppliers.

But Ericsson and Hewlett-Packard say this will double to 20 per cent by 1996, as telecommunications operators are forced by competition and deregulation to concentrate on their core business of providing service to customers.

### Topdanmark to press on with issue terms

By Hilary Barnes  
in Copenhagen

**TOPDANMARK**, the insurance company, will proceed with the issue of 90,000 shares on December 16 at market price with no preferential rights for existing shareholders, the company said yesterday.

Earlier this month, Top announced that its profits for the year would be lower than expected as a result of heavy fire indemnity calls caused by the dry summer, and turbulence in financial markets.

Top's share price is currently Dkr645 (\$106). At this price the group's issue will raise Dkr58m. The issue will take the share capital at face value to Dkr285m.

### Correction

### Skoda-Pilsen

**DORRIES Scharmann**, the German heavy engineering group, has set up a DM50m (\$31m) joint venture with Skoda-Pilsen, the Czech engineering group based in Western Bohemia.

This was incorrectly reported in yesterday's Financial Times.

### Noranda plans merger of two energy affiliates

By Robert Gibbons  
in Montreal

**NORANDA**, Canada's biggest resources group, plans to merge two of its key energy affiliates, Norcen and North Canadian Oils.

Noranda's first step will be to sell its 50.5 per cent interest in North Canadian for Norcen shares. The deal, which offers 0.67 Norcen shares for each North Canadian, is being extended to all other North Canadian shareholders.

Later, North Canadian's operations would be rolled into Norcen. The merger would link a domestic and international oil exploration and production group with a large natural gas producer. North Canadian also has a fast-growing coal generation business in Canada and the US.

The combined company will be Canada's eighth-largest oil and gas producer, with assets of C\$3.75bn (US\$2.9bn). It will have one class of common shares.

Noranda said the combined company's earnings potential would be much better than if the two units operated separately. Noranda will maintain a 44 per cent interest in the continuing Norcen on a fully-diluted basis.

Canadian Hunter, an important Noranda-controlled gas producer in western Canada, will remain separate.

Norcen is expanding its international activities by stepping up development operations in Argentina.

• Laidlaw, the waste management group affiliated with Canadian Pacific, is planning further acquisitions, Mr Donald Jackson, president, told the group's annual meeting in Toronto.

Mr Donald Jackson said Laidlaw was negotiating a modest Mexican purchase in the hazardous waste market and also a solvent recovery centre in Arizona. Its southern US operation would be linked directly with future Mexican operations, following the recent North American Free Trade Agreement.

Mr Jackson said the solid waste business in North America was being pruned to improve returns before any new acquisitions.

Laidlaw has cut back on expansion for two years because of the recession and a tumbling in profits.

Mr Jackson said annual revenue growth in the 1990s would be double-digit, but slower than the 30 per cent pace of the 1980s.

The remaining one-third of the company's shares will be held by Czechoslovakia's National Privatisation Fund, the company's workers and private shareholders.

Praglift, which has a factory near Prague, specialises in the manufacture of large passenger and goods elevators and employs 450 people.

It was formed three years ago when Trane, then Czechoslovakia's only elevators group, was split. The other company was acquired by Otis, the US lifts group.

Kone has exported lifts to the Czech market for a number of years.

### Stora sells power arm and details investments

By Christopher Brown-Humes  
in Stockholm

**STORA**, Sweden's largest pulp and paper group, yesterday said it was selling its power distribution operations as part of a strategy of concentrating on core activities.

The buyer is AB Hisingekraft, a wholly-owned subsidiary of Gullspanga Kraft, which will take over the operations on January 1.

No price was disclosed, but general market prices would suggest a value of around SKr300m (\$44m).

The operations being sold supply 27,000 customers and include seven small hydroelectric plants.

Stora also announced a further SKr160m in new investments yesterday, taking its total autumn investment programme to more than SKr1.4bn.

Nearly SKr100m will be spent on the installation of oxygen-bleaching equipment at its Skanska plant for the production of totally chlorine-free (TCF) pulp.

The aim is to have all production units within Stora Cell offering TCF grades by the start of 1994.

• Kone, the Finnish elevator group, has bought two-thirds of the shares in Praglift, Czechoslovakia's second-largest lift manufacturer.

The deal, on undisclosed terms, represents Kone's first acquisition in eastern Europe, excluding Russia.

The remaining one-third of the company's shares will be held by Czechoslovakia's National Privatisation Fund, the company's workers and private shareholders.

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## Calpers fails in RWE vote

David Waller reports from the shareholders' meeting in Essen

**CALPERS**, the big US pension fund, yesterday failed to persuade shareholders to remove the voting structure at Germany's eighth-biggest industrial group.

After the meeting had been in progress for more than 10 hours, it looked certain that the local authorities which own 30 per cent of the group's shares but approximately 60 per cent of the votes, would vote against motion calling for a move to a one-vote-one-share system.

But the plea from Mr Joseph Lufkin, a representative of Calpers and other US institutions with approximately 1 per cent of the shares in RWE, won widespread applause from the approximately 3,000 share-

holders who gathered for RWE's annual meeting in Essen.

He won special approval from Mr F. Wilhelm Christians, the chairman of the supervisory board, to give his speech in English and his lawyer translated it into German.

Shareholders clapped enthusiastically when he said in English that it was "naive" for RWE or any other German company to maintain voting restrictions whilst expecting to enjoy continued access to international capital markets.

The local authorities owe their special rights to the days when RWE's main function was to supply electricity to the Ruhr area. But electricity has shrunk over the past 10 years to 37 per cent of sales as the group had expanded into other areas, including engineering, construction and waste management.

The company is officially neutral on the motion to do away with the voting struc-

ture, which was proposed by DSW, a leading German shareholders' association. Analysts think, however, that Mr Friedhelm Gieseke, chief executive, and the management board in general, share the view advanced by Calpers that the structure is an anachronism for the modern company.

The issue has come to a head as the company plans to increase its capital by DM310m (\$197m) for the first time in 10 years.

The local authorities cannot afford to subscribe to any future rights issue, but Westdeutsche Landesbank, Germany's largest public sector bank, has devised a scheme whereby the authorities will retain their voting rights without subscribing capital.

### Italo-American cinema scheme explained

By Helga Simondan  
in Milan

MCA Universal and Paramount of the US.

Situr, which recently sealed a deal with the Standa retail group to develop new shopping centres in Italy, expects to invest between L250m (\$175m) and L300m in a series of multi-screen cinemas, which could be developed alongside.

The news follows the signing in Rome last week of a letter of intent between Situr, the Italian property and entertainment concern, and UCI Europe, the cinema group owned by

the group and parent company would report a loss this year.

Deutsche Aerospace (Dasa), the aerospace unit of Deutsche Aerospace (Dasa), the aerospace unit of Daimler-Benz, said the group's sales in 1992 would rise to DM17.3bn (\$10.8bn) from DM12.3bn last year, but it would post a loss, Renter reports from Munich.

However, much of the rise in sales would be due to the first-time consolidation of Deutsche Aerospace Airbus, the German partner in the Airbus Industrie consortium.

Mr Bischoff added that Deutsche Airbus would show a net profit of around DM400m in 1992, down from DM420m last year. He repeated earlier statements by Dasa executives that

already built up a substantial chain in the UK, with cinemas of up to 15 screens.

Although Italy has one of Europe's biggest film production industries and is the home of some of the continent's most famous directors, recent years have seen the closure of many cinemas under the assault of video.

Mr Luigi Clementi, Situr's managing director, said the planned venture with UCI represented a further step

in the development of the group, which earlier this year opened the L150m Mirabilandia theme park near Ravenna, Italy's biggest.

The company, which controls the Valtur holiday villages chain, is also negotiating to buy CIT, the travel agency owned by Italy's state railway.

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Production in the western world was stagnating and consumption growing at an equal rate.

"However, the imbalance in east-west trade persisted in 1992," Mr Baack said. "At the moment there are no prospects for improvement."

### Dasa expecting loss in spite of rise in sales

#### NEWS IN BRIEF

MR MANFRED Bischoff, chief financial officer of Deutsche Aerospace (Dasa), the aerospace unit of Daimler-Benz, said the group's sales in 1992 would rise to DM17.3bn (\$10.8bn) from DM12.3bn last year, but it would post a loss, Renter reports from Munich.

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## Royalties from licensing boost National Semi

By Louise Kehoe  
in San Francisco

NATIONAL Semiconductor, the US chipmaker, reported its strongest quarterly earnings in seven years, boosted by gains from patent licensing royalties.

But its operating performance failed to live up to Wall Street expectations, prompting a sharp decline in the share price. National was down \$2% to \$10% at midday yesterday.

Net earnings for the second quarter, ended November 29, were \$35.3m, or 27 cents a share, against \$5.9m, or 3 cents, a year ago. Results included a net gain of around 15 cents per share from exceptional items.

The company recorded a pre-tax gain of \$18.1m, including a \$3.7m from patent licensing fees, charges of \$4.5m for legal expenses, and \$9.1m for the costs of consolidating sales and logistic facilities for international operations.

Analysts had expected net earnings of about 20 cents per share and were disappointed

by after-tax earnings from normal operations of approximately 16 cents per share. Gross margins were also slightly lower than expected.

The company attributed this trend to strong sales of its lower margin products. Sales for the quarter were \$491.5m, up from \$412.2m last time.

The results represent National's fifth consecutive profitable quarter, said Mr Gilbert Amelio, president and chief executive.

"We are continuing to consolidate manufacturing facilities," Mr Amelio added. "We have agreed in principle with Defense Systems and Software of New Jersey, to form a joint venture to operate our facility in Migdal Haemek, Israel, as an independent operation.

National will own less than 20 per cent of the joint venture. In the first half, the company reported net earnings of \$37.2m, or 44 cents, on sales of \$864.3m, compared with a net loss of \$16.2m, or \$1.61, after restructuring charges of \$149.3m, on sales of \$824.2m.

## Borland proposes \$35m charge to cover job cuts

By Louise Kehoe

BORLAND International, the California personal computer software company, has cut its workforce by 15 per cent with the loss of 350 jobs.

The price war that has raged among personal computer manufacturers for the past year has now begun to hit the software segment of the industry.

Borland said it would take a charge of about \$35m against current third-quarter earnings to cover the cost of the cuts as it consolidates its operations.

"A new industry pricing model is emerging," said Mr Philip Kahn, Borland chairman, president and chief executive. The reorganisation "is designed to make Borland leaner, more competitive and profitable".

Borland, best known for its database management programs which enable PC users to organise and access large quantities of data, is facing intense competition from Microsoft, the PC software industry leader.

Microsoft recently launched its own database management program, aggressively priced at under \$100.

"The software industry is going through a fundamental pricing shift similar to the one in hardware," a Borland official added.

"We recognise this is a major trend in the industry and we have to be poised for it."

Mr Kahn said the company would launch two long-awaited database management products early next year.

## Diller to buy stake in TV shopping network

By Alan Friedman  
in New York

MR Barry Diller, who resigned last February as chairman of Mr Rupert Murdoch's Fox film and television studio, is to acquire a significant stake in QVC, one of the two leading US cable TV home shopping networks.

The move appears to be part of complex negotiations believed to be aimed at achieving joint control of QVC's board by Mr Diller and two corporate partners that are also substantial QVC shareholders — Liberty Media, a Wyoming-based company that has also agreed to buy voting control of QVC's main rival, and Comcast, a cable operator.

QVC said yesterday the former Fox chief was in talks about joining QVC in a senior executive position.

QVC, with \$922m of revenues in its last fiscal year to January 31 1992, announced yesterday Mr Diller had also reached an agreement to form a group with Comcast and Liberty Media. Liberty has 25 per cent of QVC, while Comcast owns 14 per cent.

Liberty, formed last year when it was spun off from Tele-Communications, the biggest US cable operator, agreed this week to buy voting control of Home Shopping Network, QVC's main rival. Liberty and Comcast have joined forces to seek control of QVC.

Liberty is effectively controlled by Mr John Malone, chairman of TCI, and had \$11m of revenues in the first nine months of 1992.

Some analysts believe Liberty's goal is to save costs by sharing administrative and operating expenses at both QVC and Home Shopping Network. This would create ties between the two that together have a dominant position in the fast-growing \$2bn-a-year TV shopping market.

Mr Diller could not be reached for comment yesterday.

QVC had \$36.2m net profits on \$729m revenues in the first nine months of the year to January 31.

## INTERNATIONAL COMPANIES AND FINANCE

### Chile woos multinationals to the market

Leslie Crawford looks at how banks want to transform Santiago into a financial hub

CORPORATE bankers in Chile are forging a new line of business by persuading multinationals to float their local subsidiaries on Santiago's buoyant stock exchange.

Citicorp Chile and Bankers Trust Company have been sending emissaries to the headquarters of US and European groups to expand the financial logic of going public in Chile.

Their sales pitch has three main points: parent companies could raise ready cash by carving out their Chilean businesses; they could finance acquisitions elsewhere in Latin America by tapping Chile's substantial pool of capital resources; and they could find local investors to fund their own expansion projects in Chile.

Chilean banks want to transform Santiago into a financial hub for the Latin American operations of multinationals.

Mr Lincoln Rathan, managing director of Boston investment consultants Scudder, Stevens & Clark, sees this as a trend, not only in Chile but elsewhere in Latin America.

While Chile has the advantage of having a solid institutional investor base, other stock exchanges in the region have benefited from economic reforms that have wooed back flight capital.

"We are encouraging US

companies to float their Latin American units as a cheap and effective way of raising capital," says Mr Rathan.

"I expect to see a lot of familiar names on local stock exchanges soon."

According to Salomon Brothers Financial Strategy Group, US companies have raised over \$2.5bn in the past five years by carving out their foreign subsidiaries in overseas equities markets.

To date, this has mainly

taken place in Japan, where price/earnings multiples are several times higher than those in the US.

risk of their expansion plans in Latin America," Mr Silva says.

Chilean electricity companies, for example, have raised over \$100m on Santiago's capital markets to buy large stakes in the privatisation of Argentine utilities.

There is no reason why multinationals should not be able to do the same in other fields, Mr Silva says.

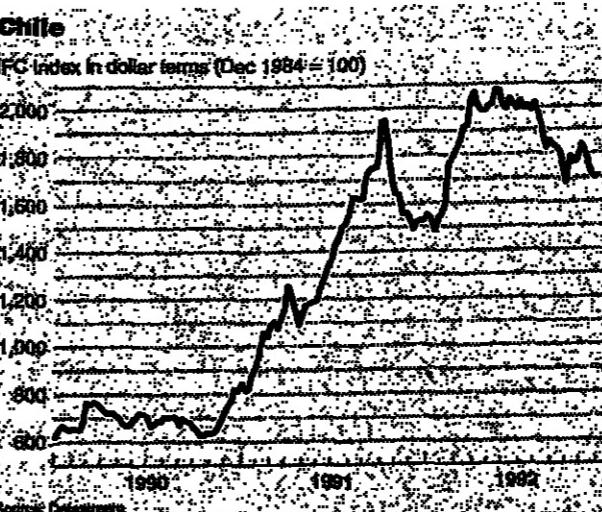
Citicorp is pursuing flotation talks with about a dozen multinationals with businesses in Chile.

Eternit, the Belgian manufacturer of construction materials, is expanding its holdings in Latin America through Ceramica Cordillera, a Chilean ceramics group floated on Santiago's Bolsa last year.

The Belgian group and its new Chilean partners have just agreed to a \$18m capital increase in Cordillera to finance acquisitions in Argentina. If the purchases go ahead, Cordillera will control 40 per cent of the Argentine market for ceramic tiles.

A further incentive for multinationals considering going public in Chile is that they often control businesses which are under-represented on the Santiago stock exchange.

Public offerings from companies in consumer products, mining, and the fruit exporting business would probably be snapped up.



US newspaper group plans to publish books

By Nikki Tait

KNIGHT-RIDDER, the US newspaper group, was near to signing a book publishing deal that will exploit the company's traditional news-gathering forces, said Mr Anthony Ridder, president, Reuter reports from New York.

Mr Ridder said Knight-Ridder hoped to sign a deal with a leading US book publisher by the year end and that it aimed to publish more than a half dozen books annually.

It suggested that, if job cuts were found to be necessary, they could be "handled primarily through reassignment, normal attrition and retirements".

P&G is setting up a steering committee, which will first analyse the group's structure and then draw up detailed recommendations.

Any multinationals seeking to expand their operations in the region, says Mr Silva, but they are being held back by weary shareholders at home.

"We are advising them to

raise capital by floating their local business and let Chilean investors assume the political

equity risk of UNUM".

The smaller, Maine-based insurer will reinsure a significant portion of the insurance risk on these policies. It will also reinsure part of the insurance risk on Equitable's existing individual disability business.

This arrangement will not include Equitable's open disability claims, but in these cases UNUM will provide claims management services on a fee-for-service basis.

### The Equitable forms link with disability insurer

By Nikki Tait

THE EQUITABLE, the large life insurance company in which France's Axa has a 49 per cent stake, said yesterday it was forming a "strategic alliance" with UNUM, a medium-sized insurance company which specialises in disability insurance.

The Equitable, which turned itself from a mutual insurance operation into a shareholder-owned company earlier this year to boost capital, said the tie-up was part of a general strategy of concentrating on "core life insurance and annuity business".

### Joint Venture Agreement

HUTA L.W. Sp. z o.o.

STEEL MANUFACTURING

LUCCHINI S.p.A.

Gresolia, Italia

### EC PHARE PROGRAM

within the Industrial Development Agency

(AGENZIA ROZWOJU PRZEMYSLOWEGO S.A.)

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### THE REPUBLIC OF POLAND

Ministry of Industry and Trade

Ministry of Privatisation

Advisors to the Polish Government:

BMF Financial Advisers

McLellan & Partners Technical Advisor

and Negotiation Coordination

Surry, GA

Altheimer & Gray Legal Advisors

Warszawa

### CONSOLIDATED SEMI-ANNUAL REPORT

#### Statement of Income

	For the period April 1, 1992 to September 30, 1992 in millions of Yen
Net sales	2,255,535
Cost of sales	1,501,708
Income before taxes and minority	753,827
Interest	56,842
Income taxes	29,785
Net income	4,657
Net income per share	1.62 (in Yen)

#### Balance Sheet

##### Assets

Cash and cash equivalents	648,586	Bank loans and current portion of long-term debt	881,528
Notes and accounts receivable, trade	1,024,592	Notes and accounts receivable, non-trade	771,154
Inventories	1,241,793	Other current assets	1,168,416
Other current assets	411,797	Long-term assets	1,423,203
Property, plant and equipment	1,312,552	Machinery, fixtures	1,141,649
Other assets	897,589	Shallow water rights	1,162,921
Total assets	5,638,320	Trade payables and other liabilities	4,500,323

#### Liabilities and Shareholders' Equity

##### Equity

Common stock	2,255,535	Capital in excess of par value	1,024,592
Capital in excess of par value	1,024,592	Retained earnings	1,168,416
Retained earnings	1,168,416	Long-term liabilities	1,423,203
Long-term liabilities	1,423,203	Minority interest	1,141,649
Minority interest	1,141,649	Shareholders' equity	1,162,921
Shareholders' equity	1,162,921		

##### Equity

##### Capital in excess of par value

##### Retained earnings

##### Long-term liabilities

##### Minority interest

## INTERNATIONAL COMPANIES AND FINANCE

## Sanyo sees 73% drop in profits and cuts payout

By Eniko Terazono in Tokyo

SANYO Electric, the Japanese electronics company, has revised downwards its profits forecast for the year ended November and announced plans for a cut in dividend - its first in 22 years.

Sanyo yesterday said annual pre-tax profits would fall 73.3 per cent to Y10bn (\$80.6m). In July, it forecast a 35.9 per cent decline. The company also expects to post losses of Y17bn at the operating level, against an operating profit of Y11.3bn the previous year.

The announcement follows sharp falls in interim earnings at other leading Japanese electronics companies, such as Matsushita Electric Industrial and Sony. The severe downturn in profits also forced Sanyo to cut its dividend to Y6.50 per share, from the previous year's Y8.

Sanyo is trying to restructure its ailing operations by giving more responsibilities to

each of its business sectors. Some 350 staff have been transferred from headquarters to sales and marketing departments.

In an effort to quicken the pace of reforms, Mr Saitoshi Ito, son of Sanyo's founder, tightened his grip over the company last month by promoting himself to chairman and chief executive officer, from the presidential post. Mr Yasuaki Takano, former vice-president, has become president and chief operating officer.

For 1991-92, the company now expects a 8.4 per cent decline in sales to Y1.090bn, and after-tax profits to fall 72.1 per cent to Y5.7bn.

The company incurred foreign exchange losses of 3.2bn due to the higher yen. Sales of audio and visual equipment dropped 18 per cent, due to weak European sales, while a cool summer led to a 15 per cent fall in sales of air conditioners.

## French-led group set to win water tender

By a Correspondent in Buenos Aires

A FRENCH-Argentine group has taken the lead in a tender for a 30-year concession of the Argentine water company Obras Sanitarias De La Nacion (OSN), a state-owned company that supplies running water and treats sewage in Buenos Aires, home to nearly one-third of Argentina's 33m population.

The group - headed by Lyonnaise Des Eaux-Dumez et Générale Des Eaux, in partnership with the Argentine companies, Sociedad Comercial Del Plata, Banco Galicia and Meller - offered to make the biggest discounts on OSN's rates, compared with the bids made by two British-led consortia.

Lyonnaise Des Eaux Dumez would be the group's operator. According to the terms of the

tender, the concession was to be awarded to the group offering to charge the lowest tariff.

The French-Argentine group's discount was 26.8 per cent, beating the 26.1 per cent rate cut offered by Thames Water's consortium and 11.5 per cent discount proposed by a group led by North West Water.

Mr Wylian Otrera, the Argentine public works secretary, said that before awarding the concession, OSN's privatisation committee would analyse the French-Argentine bid to decide whether its low rate would enable the group to meet a required \$1.25bn in investments over the first 10 years of the contract.

Winners of the concession, due to be awarded before next Friday, will have to upgrade and expand OSN's decrepit network.

## Flotation of Qantas may include global offer

By Bruce Jacques in Sydney

MR RALPH WILLIS, the Australian finance minister, yesterday raised the possibility of an international offering of Qantas shares in the planned public flotation, scheduled for next year.

Mr Willis said the international offering option depended on the outcome of the current trade sale.

Both British Airways and Singapore Airlines have lodged bids for shareholdings in Qantas.

Mr Willis also announced that the underwriters for the flotation would be ANZ McCaughey Securities, County NatWest Australia, CS First Boston Australia and Potter Warburg.

• The bitterly-contested take-over bid by Campbell Soup, the US food group, for Arnott's, the Australian biscuit maker, has spilled over into the courts.

Campbell yesterday applied to the Supreme Court of New South Wales to resolve an earlier agreement which may restrict Campbell's voting rights.

Arnott's asserts that the agreement, made in 1985, prevents Campbell from voting more than 14.9 per cent of Arnott's stock, even if Campbell achieves minority control of the company.

Campbell yesterday said it disagreed with this assertion and was seeking a hearing to have the issue resolved. Campbell, which already controls 33 per cent of Arnott's shares, is bidding \$48.80 a share for the balance.

The offer values Arnott's at \$1.2bn (US\$833m).

• Howard Smith, the shipping group, has claimed success in its \$411.5m takeover bid for Alexandra Towing, the UK tug operator, claiming 91.7 per cent of Alexandra's capital.

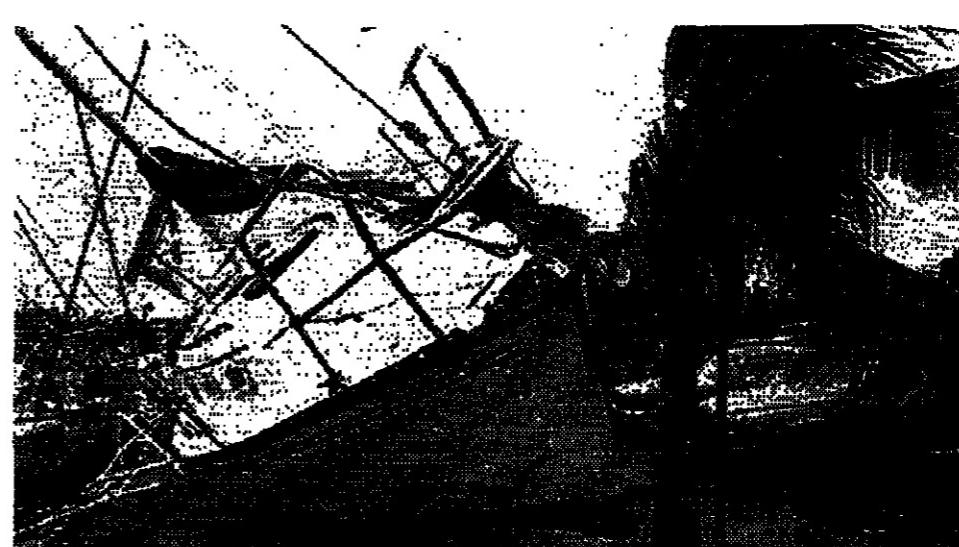
The offer, which still requires clearance from UK regulatory authorities, will remain open indefinitely.

• North Broken Hill Peko, the Australian resources group, has bought Girdlestone Pumps of the UK for an undisclosed sum.

In spite of record exports,

## Chicago pushes novel line in catastrophes

Laurie Morse reports on the two new insurance futures launched today by the CBOT



Parking problem: disasters such as Hurricane Andrew overwhelmed the reinsurance markets

THE Chicago Board of Trade, the big US futures market, today launches two innovative futures contracts that track quarterly property insurance claims for losses from such catastrophes as earthquakes, floods, riots, tornadoes and hurricanes.

But, in spite of a 15-year development period, the products may be too novel for the US insurance industry, and may be arriving at a time when state insurance regulators are discouraging "creative financing" on insurance company balance sheets.

The nation's largest casualty insurers, State Farm and Allstate, are not participating in the index of claims reporting that underpins the futures contracts. Only one state insurance regulator has said it will allow the contract to be used for hedging risk, and then only on a limited basis. That regulator is in Illinois, the CBOT's home state.

However, in another sense the CBOT's timing is impeccable. Insurance companies traditionally lay off their underwriting risk through reinsurance. A series of catastrophes in the past year - the Chicago flood, riots in Los Angeles, and Hurricanes Iniki and Andrew - created enormous price volatility and overwhelmed the reinsurance markets.

In fact, the CBOT shifted its focus to the catastrophe contracts only late this summer, setting aside plans for less volatile homeowners' insurance futures which had been scheduled for a September launch.

Mr Richard Sandor, executive managing director at Kid-

der Peabody in New York, and one of the pioneers of financial futures, says the disasters created capacity problems in the reinsurance business, and an opportunity for the CBOT.

"What we're responding to is what is perceived to be a need for capital and risk management in the insurance market," Mr Sandor says. He expects some reinsurance companies to be in the CBOT pits on opening day, but says primary insurance companies have "displayed healthy scepticism," and "don't really know what futures are."

Such resistance does not daunt CBOT officials. "I can remember when 41 primary dealers of US government securities told me they didn't want anything to do with a Treasury bond futures contract," says Mr Leslie Rosenthal, chairman of the CBOT's insurance sub-

committee. "Now we have the biggest bond contract in the world, and every dealer uses it to hedge."

Exchange executives note

that most big insurers have

financial trading subsidiaries

that are allowed to use futures.

Allstate is under the same

Sears umbrella as Dean Witter

Reynolds, for example, and

Prudential has a big brokerage

unit.

The CBOT cites an industry

study that pegs property insurance premiums subjected to catastrophic loss at \$41.6bn in

1990. However, Mr Marc Rosen

berg, vice-president of the

Washington-based Insurance

Information Institute, says the

size of the potential market for

futures is much smaller.

He says the amount of insurance premiums written for all

property-related coverages

(excluding cars) is a little less

than \$80bn. Since reinsurance purchases typically amount to

just 10 per cent of gross premiums, futures will be chasing a small portion of the estimated \$80bn insurers spend on reinsurance each year.

Mr Rosenberg contends that industry scepticism stems from an apparent contradiction: the exchange calls the contracts hedge vehicles, when US insurance companies are not allowed to use them for that purpose. "There is a large gap between the [CBOT's] promotional materials and the realities of the insurance business," he says, dismissing the contracts as speculative investments.

However, others take a more benign view. Mr Michael Pinter, chairman of Kemper Reinsurance, one of the US's largest reinsurance groups, says: "We're being neutral at this stage. The concept is very interesting. The CBOT has put a lot of time and effort into this, and we're going to wait and see."

Mr Pinter says the main issue is whether the exchange will be able to generate enough early transaction volume to make the contracts viable. While regulatory hurdles are important, he thinks the contracts will survive if they can prove their economic usefulness. "The dollar potential is there, and the volatility is certainly there," he says.

The exchange starts today with national catastrophe insurance futures and options and eastern catastrophe futures and options. It plans western catastrophe contracts and health insurance futures in the first quarter of 1993.

## Mercedes' Brazil arm to report first loss

By Christina Lamb

in Rio de Janeiro

MERCEDES-Benz do Brasil, part of the German motor group, will this year report its first loss in Brazil.

Mr Rolf Eckrodt, president of Benz do Brasil, blamed persistent high inflation and deepening recession for a \$300m drop in sales.

In spite of record exports,

truck production was the lowest since 1970, dropping to 14,200 units compared with 22,400 in 1991. Bus production rose slightly to 20,000. Mercedes has 83 per cent of the local bus market.

The news of the losses - the first in 36 years - concludes a bad year for Benz do Brasil, which is one of the companies implicated in the corruption scandal that recently led to the suspension of President Fernando Collor.

Total sales slipped to \$1.4bn and as a result the company plans to lay off 2,000 workers next month.

The news of the losses - the first in 36 years - concludes a bad year for Benz do Brasil, which is one of the companies implicated in the corruption scandal that recently led to the suspension of President Fernando Collor.

## Inco takes \$16m charge for cuts

INCO, the world's second-biggest nickel producer, will take a US\$16m pre-tax charge in the fourth quarter in respect of 400 job cuts, writes Kenneth Gooding. The Toronto-based group estimated the move would reduce employment costs by an annual \$22m. Inco previously took an \$18.8m charge in the third quarter for an early retirement programme.

This announcement appears as a matter of record only.

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## INTERNATIONAL CAPITAL MARKETS

**UK financing arm of Daf in £180m, five-year issue**

By Brian Bollen

**THE** recent sequence of securitised bond issues continued in the international markets yesterday with the launch by UBS Phillips & Drew of a £180m issue for Truck Funding, a subsidiary of Leyland Daf Finance.

**INTERNATIONAL BONDS**

UBS P&D said the issue, for the UK financing arm of Daf, was the UK's first securitisation of tax-based leases. The notes are backed by vehicle leasing contracts from the Leyland Daf truck and van business in the UK.

UBS P&D said the structure represented a lower cost alternative to bank financing, at a time when the leasing and

finance sector was finding medium-term bank financing harder to come by. Similar deals from other issuers are expected to follow, the bank said, although one current problem with leasing transactions was the absence of taxable profits against which to offset capital allowances.

The issue of £180m of five-year floating rate paying a margin of 50 basis points above three-month Libor at a fixed yield of 9.65% offers a discounted margin to investors of 80 basis points. Proceeds will be used to replace more expensive short-term bank facilities.

UBS P&D claims to have solved the main problem of securitising UK tax-based leasing deals. These centre on the loss of capital allowances by the originator of a lease, in this case Leyland Daf Finance, if it transfers the underlying asset.

"This structure preserves the capital allowance position of the originator," said Mr Mark Lewis, a vice-president at UBS P&D responsible for structuring the transaction. "All the tax benefits stay with it."

The assets and receivables are stripped away from Leyland Daf Finance in a tax neutral way, he said. The receivables and assets are first sold by Leyland Daf Finance to a special purpose vehicle. This then sells the receivables on to one company - Truck Funding - and the assets to another.

Credit enhancement enabling the issue to qualify for its Standard & Poor's triple-A rating comes in two stages. First, each £100 of bonds is backed by £106 of assets.

Second, in the event of a shortfall, Union Bank of Swit-

erland guarantees to lend £25m to £30m on a non-re-course basis to Truck Funding to be placed on deposit until needed to meet any arrears and losses. Repayment of the loan is subordinated to the only minor carpings, focusing on the absence of a rating by Moody's Investors Service.

If UBS loses its triple-A rating Swiss Re launched a \$150m

**NEW INTERNATIONAL BOND ISSUES**

Borrower	Amount m.	Coupon %	Price	Maturity	Fees	Book runner
US DOLLARS	50	(a)	100.1	1996	20/1/93c	Salomon Brothers Int.
Swisslife Finance (US) Inc.(b)	150	3.75	100	1996	2/1/12c	Goldman Sachs Int.

YEN

Fernbank/Grand Cayman(c)(d)	4.35m	(d)	100.1	1996	20/1/93p	Fiji Int.Finance
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STERLING

Truck Funding(d)	160	(d)	100	1997	7/3/93p	UBS P&D Securities
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SWISS FRANCS

Provinces of Ontario(e)	100	6.25	102	2003	Credit Suisse
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Finansarmen and non-callable unless stated. \*For Private placement. #With equity warrants. \$ Floating rate note. a) Issue launched on 27/11/92 has been increased to \$250m. Coupon pays 50bp above 3-month Libor. Callable from 12/94 at par. b) Premium and warrants are callable from years 3-5. c) Series XIII. Coupon pays 50bp above 3-month Libor. d) Coupon plus 30bp above 3-month Libor. Secured by Leyland Daf lease receivables. Average life years is 3.75. e) Issue launched on 3/12/92 has been increased to SF700m.

**Demand for NMA offer vanishes as share prices tumble**

By Simon Davies

in Hong Kong

HONG KONG'S largest flotation since mid-1990, the public offer of shares in National Mutual Asia (NMA),

launched last night indicated the HK\$640m public offer was 50 per cent subscribed. The offer was fully underwritten, with Standard Chartered acting as lead manager, and Baring Brothers, Morgan Stanley, Daiwa Securities and S.G. Warburg Securities as co-underwriters.

Brokers were not surprised at the response. The research director of one local securities house said: "There was strong initial support for the issue and the over-subscription for the placement was sufficient to cover the whole flotation. But given the current uncertainty, the shares are bound to perform badly at the start".

The underwriting agreement contained a force majeure clause, whereby it was possible for the underwriters to terminate the deal, claiming an extreme and unforeseeable change in circumstances. But at the time the offer opened, Standard Chartered said it was confident the flotation would be well received.

The row between Britain and China over Hong Kong government Mr Chris Patten's political reform proposals had already resulted in the withdrawal of the HK\$300m flotation of South China Brokerage.

NMA, a wholly-owned subsidiary of the Australian life assurance and investment group, was to raise HK\$1.06bn,

through a placement and open offer. The HK\$451m placement

was almost 10 times over-subscribed, but demand for the public offer vanished in the wake of last week's 12 per cent drop in the Hang Seng Index.

Provisional estimates last night indicated the HK\$640m

public offer was 50 per cent

subscribed as a result of the collapsing share prices that have accompanied the Sino-British war of words over the development of democracy in the colony.

Underwriters were left with more than HK\$300m (US\$34.9m) worth of shares believed to be the worst under-subscription for a new issue in Hong Kong's history, far exceeding underwriting obligations for the poorly received Sime Darby flotation, in late 1988.

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## Compass makes £35m despite recession

By Richard Gourlay

**THE COMPASS GROUP** increased pre-tax profits by 9 per cent in spite of the effect of recession on both its health-care and contract catering businesses.

The group, which failed to buy rival Gardner Merchant from Forte in the summer, also signalled that it had its hands full attacking the UK catering market and would only consider a move into Europe in the medium term.

Pre-tax profits in the year to September 27 1992 rose from £33m to £34.5m on sales up 7 per cent, from £212m to £234m.

Earnings per share rose 9 per cent to 34.7p (31.9p) and the total dividend is increased to 12.3p (11.4p) via a final of 8.11p.

A net £2.3m extraordinary charge covered the costs of the final purchase of Gardner Merchant.

Debt was reduced by £2.1m during the period from cash flow, but has since risen to £72m as a result of the acquisitions of Travellers Fare and Lethertoy and Christopher, the

events catering business.

Operating profits from the contract catering business rose 4.5 per cent to £27.6m.

Margins slipped from 10.1 per cent to 9.7 per cent, partly because larger contracts were secured at lower margins.

New business helped sales increase by 9.5 per cent to £285.5m, in spite of a higher number of business failures which meant there were fewer people on site.

The Healthcare division increased margins to 21.5 per cent, and operating profits to £12.3m, in spite of a low occupancy rate, and reduced demand from self-pay or "uninsured" patients.

Mr Francis Mackay, chief executive, said the National Health Service reforms continued to move the market in Compass's direction and provided significant opportunities.

He also laid out a strategy to focus the company's attack on the £6bn UK catering market.

The business is being split into seven discreet marketing operations.

These will cover workplaces,

educational establishments, prestige sites, boardrooms, travel outlets, shops and hospital catering.

### COMMENT

July's failure to secure the purchase of Gardner Merchant cost the company funds as much as the £2.1m of lawyers and advisers' fees. Yesterday's results suggest the group may be leaving that substantially behind. Operationally, its success in moving profits ahead, in spite of tough markets, is impressive. What is more, the company's confirmation that Europe is again on the back burner, and with it any threat of an imminent rights issue, should encourage nervous shareholders. Interest cover remains high, even though gearing is starting to take on a 1990s look, but this has much to do with the small size of the balance sheet. Even though Compass has had a good run, a pre-tax forecast of £27.5m, giving earnings of 37.2p, means an undemanding prospective multiple of 12.3, cheap relative to the market and even cheaper against comparable companies.

The recommendation will be made in a consultative document, prepared for the Stock Exchange quotations committee after extensive consultation with the 300-odd traded companies.

Following the announcement, companies and market participants will have about eight weeks to make their objections known. A final decision is likely to be taken around March.

The actual date of the closure is uncertain, but it is possible that the market could be closed to new issues by the middle of next year.

Companies have been increasingly reluctant to join the USM in recent years. Since 1989, the number of companies traded has fallen by a third and the value of the market has halved.

However, Mr Ronald Cohen, of venture capitalist firm Apax, argues the USM has been a "huge magnet to UK entrepreneurs". The market's decline in volume "merely reflects the impact of recession on small businesses," he said recently.

"The simple abolition of the USM will pose a serious threat to investment in younger businesses at a time when job creation is dependent on them."

The mall order side also reappraising the benefits of past investment in the Accrington site: customer service levels were improved and there was a "significant" increase in order values, though at lower average values.

Hope Education lifted sales "in a difficult educational market", and Home Farm Hampers

## GUS shows 6% improvement

By Andrew Bolger

**GREAT UNIVERSAL STORES**, the mail order, retail, financial services and property group, increased interim profits by 6 per cent but said the economic situation remained difficult.

Pre-tax profits rose from £183.7m to £194.8m in the six months to September 30, while sales increased by 6.4 per cent to £311.2m, a rise of 8.8 per cent.

Reviews of existing leases saw rental income from the property division increase by 11.9 per cent to £25.3m.

GUS said: "The recent turbulence in the currency markets and rapidly fluctuating interest rates represent a basic malaise in an unsettled economic climate, making forward business planning hazardous and complex."

Earnings increased from 49.2p to 51.4p. The interim dividend is 13.75p (12.75p).

Sales of Burberry's products, including

royalties, rose 10 per cent to £71.2m with operating profits up 6 per cent at £12.5m.

GUS said prudent lending policies enabled the consumer and corporate finance division to contain bad debt and this contributed to a modest 1.5 per cent rise in profits to £26.1m, a rise of 8.8 per cent.

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Sales of Burberry's products, including

reflecting both that these profits were slightly below some expectations and the cautious tone of the terse accompanying statement. GUS said sales since the half-year had been satisfactory, but the volatile nature of trading made the outlook difficult to predict. Net cash is above the year-end total of £500m. Falling rates mean lower interest income, but the group contends that should be more than offset by the impact of cheaper money on consumer spending. Overseas earnings, accounting for nearly a fifth of group profits, benefited from the translation being made post-devaluation. Forecast full-year profits of £470m put the shares on a prospective multiple of 12.6. The shares have had a good run from £12.80 in the past year, and were no doubt overvalued for some profit-taking. However, they appear to have little downside at this level, given the group's consistent record of earnings growth.

## Improvements in mail order benefit Fine Art

By Peter Pearce

**FINE ART DEVELOPMENTS** IN its mail order side helped Fine Art Developments lift pre-tax profits by 10 per cent, from £4.49m to £4.96m, in the six months to September 30.

Mr Keith Chapman, chairman, said that Express Gifts had added more new agents through a recruitment campaign, and Mr Keith Brown, associate director, added that orders there were up more than 40 per cent as a result.

The mall order side was also reappraising the benefits of past investment in the Accrington site: customer service levels were improved and there was a "significant" increase in order values, though at lower average values.

Hope Education lifted sales "in a difficult educational market", and Home Farm Hampers

was expected to make "a very satisfactory increase" in the second half where all its business falls.

Progress in the card and paper products division was more modest.

Group turnover rose 9 per cent to £120m (£109.8m), largely, said Mr Chapman, "by aggressive marketing". Operating profits edged ahead to £3.79m (£3.71m) because of lower margins, though the figure included a £2.3m charge for the closure costs of Matador Paper Mills and a £2.1m charge from the sale of the Next site.

Reduced rates led to a fall in interest charged to £4.84m (£5.22m), though the group paid £4.4m to exercise its final option to lift its stake in Gratton from 10 to 15 per cent.

Earnings advanced to 4.54p (3.86p) per share and the interim dividend is raised to 3p (2.7p).

## Eve halts three-year decline with 43% gain

By Matthew Curtin

**EVE GROUP**, the USM quoted electrical and building contractor, turned in a 49 per cent surge in pre-tax profits from £1.81m to £2.59m in the six months ended September 30.

Turnover improved to £27.6m (£18.2m), while earnings per share climbed from 12.5p to 18.3p. The interim dividend is held at 2.7p.

Although the group arrested a three-year decline in profits, it warned it would not maintain the improvement in the second half.

Mr Gerald Hough, managing director, said results in the second half of last year were exceptionally good and interim profits were boosted by the timing of contract completions.

"Although profits in the current six months will not compare with either of these peri-

ods, I am confident Eve will at least match last year's profits at year-end," he said.

Eve benefited from interest income of £300,000 and steady revenue derived from its core electrical business: contracts were entered into with the National Grid for electrical transmission line systems and more were in place for 1993.

There were increased contributions from the group's temporary road surfaces and bridges, and electrical contractor Arclive. The property development division was "dormant" but could break even by year-end.

Mr Hough said Eve had reserves of £7m, and was keen to make new acquisitions in related businesses. The group bought Graham Brothers, an electrical systems group, for £2m in October.

## Amstrad vote halts battle

By Michio Nakamoto and Paul Taylor

**THE TRUCE** after the four-week battle to take Amstrad private came yesterday as shareholders voted by a clear majority to keep the computer and consumer electronics company in the public domain.

Out of Amstrad's 31,000 shareholders, 12,261 voted in person or by proxy with 58.7 per cent against Mr Alan Sugar's proposal to buy back the shares and 41.3 in favour. Mr Sugar needed at least 50 per cent of those voting to back the scheme in order for it to proceed.

As the votes were being counted, Mr Sugar, who had already conceded defeat, and most of the 150 shareholders attending yesterday's special meeting, set their sights on the future, and focused their discussion on where the company should go from here.

One shareholder wanted to be reassured that Mr Sugar would not now sell his 35 per cent stake. Mr Sugar replied that he had no immediate plans but that if someone were to offer him, and other shareholders, 31p, he would accept the offer.

Mr Sugar now faces a dilemma: if he manages to pull the company back to profitability,

it and the share price rises, he will be accused of having tried to buy it back cheaply.

On the other hand, if Amstrad's shares fall further, he has much to lose as owner of a large equity stake. "I'm stuck in a certain way," Mr Sugar admitted, adding that he would not stand in the way of the share price rising.

But the man who was defeated by a small shareholder coup, indicated he was not ready to make many more concessions to those whom he dismissed as "prime karaoke candidates".

He was equally dismissive of the company's institutional shareholders, some of whom publicly slated Mr Sugar for the lack of independent directors and the absence of any financial forecasts for the current year.

Amstrad has agreed to appoint two non-executive directors, but Mr Sugar accused the institutions of "graciously burying their heads in the sand", when they were offered the chance to vet potential candidates.

## Pilkington maintains dividend despite 70% fall to £15m

By Maggie Ury

**PILKINGTON'S** share price rose yesterday, but the directors were given a rough ride when presenting the interim results to analysts.

They questioned the maintenance of the dividend at 2.83p, given that it was paid entirely from reserves.

There was little good news in the figures, which showed a 70 per cent drop in pre-tax profits from £50.6m to £15.1m in the six months to September 30.

This was in spite of Pilkington taking an annual £160m of costs out of the business over the past three years, with a further £24m going in the first half.

Group turnover of £1.2bn was slightly up when sales of discontinued operations were excluded.

But operating profits of £6.7m compared with £28.9m, including £19.4m from discontinued operations, mainly the South African business.

Investment income and associates contributed £2.4m, down from £14.2m.

The shares added 3p to 87p.

Mr Roger Leverton, who became chief executive in July, said capacity utilisation was about 85 per cent. Variable costs of production were low.

About 10 per cent of sales were new, higher technology products introduced in the past five years, which earned much higher margins than standard

products. Mr Leverton said he aimed to increase their contribution to 15 per cent of sales.

Another aim was to continue to cut costs. Capital spending had totalled £1bn over the past three years, but this would be cut, working capital would be squeezed further and debt brought down.

Operating profits from flat and safety glass fell to £28.3m (£52.3m). The decline in European profits from £23.7m to £17.2m and North American to £2.8m (£5.5m), was offset partly by a 58% rise from other areas to £19.1m. Visioncare, which includes Sola and the US contact lens business, had flat profits of £1.6m.

Prospects for the year were not good. The UK market was expected to decline by 10%, while the rest of Europe would be flat.

Mr Leverton said: "We expect to see a further decline in the UK market, but we expect to see a slight improvement in Europe." He added: "We expect to see a further decline in the UK market, but we expect to see a slight improvement in Europe."

Analysts were divided on whether the market would improve.

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## COMPANY NEWS: UK

Improved efficiency gives boost to regional electricity companies

## Midlands shows 24% advance

By David Lascelles,  
Resources Editor

**SHARP COST** reductions helped Midlands Electricity raise pre-tax profits by 24 per cent to £33.4m for the half year to September 30, in line with expectations.

The outcome was achieved on turnover up by almost £240m to £681m.

The West Midlands-based utility is raising its interim dividend to 6.35p, against 5.65p last time. This is expected to be about one third of the year-end total (12.35p).

Mr Bryan Townsend, chairman and chief executive, said the strong financial performance had been achieved while reducing tariffs, increasing investment in the electricity distribution network, and continuing to improve customer service.

The interim result reflected the seasonal nature of Midlands' business, with the first half producing a weaker result than the second.

In the core electricity business, distribution activities earned an operating profit of £91.3m, up slightly from £60.2m in last year's first half.

The supply business lost £23.7m – an improvement on last year's interim loss of £30.1m, which became a profit of £3m in the full year result.

The retailing and contracting businesses were both in the black, with a combined operating profit of £2.4m.



Bryan Townsend: tariffs were reduced and customer service continued to improve

Mr Richard Young, managing director, said cost reductions played a big role in the result. The company has cut its payroll by 500 in the past two years, and overall costs were down 4 per cent.

## Interest cut helps Sweb to 17% rise

By Angus Foster

**SOUTH WESTERN** Electricity, the regional supplier from Bristol to Land's End, yesterday reported steady growth from electricity distribution, but disappointing results from Sweb Retail, its High Street domestic appliance division.

Pre-tax profits increased 17 per cent, from £13.6m to £15.9m, in the six months to September 30, helped by a lower interest charge on reduced net borrowings.

Mr John Seed, yesterday promoted from managing director to chief executive, said electricity sales fell on average 1 per cent due to recession. But the company continued to improve efficiency levels and remains

on course to easily achieve its three year target to cut costs 10 per cent by the end of next year.

Turnover increased 5.2 per cent to £381.4m helped by average price increases of 3 per cent, with a 1 percentage point discount for customers switching to standing orders.

Operating profit from electricity distribution was little changed at £35.4m (£35.6m) despite a 6 per cent increase in sales to £107.5m.

Electricity supply, where profits are strongly skewed towards the second half, incurred losses of £12.8m (£16.7m).

Sweb Retail increased sales 31 per cent to £32.8m upon inte-

gration of the outlets of its joint venture partner, South Wales Electricity. But the division reported a loss of £1.6m (£200,000), due to recession and bad debt provisions of £1.2m.

Net borrowings were reduced to £84m (£99.7m), gearing fell from 25 per cent to 19 per cent and interest charges were £1.5m lower at £5.5m. Tax took £3.5m (£3.2m).

Earnings per share were 19 per cent higher at 10.1p (8.5p). The interim dividend is raised by 12 per cent from 5.25p to 5.9p.

### • COMMENT

Although the weather will still play its part, these figures suggest another strong year for

South Western. Combined operating profits from distribution and supply increased 20 per cent, despite flat sales, as improved efficiencies flowed through. The rise in the dividend, while in line with other recs, looks confident. Longer term, the company must hope its efficiencies, customer service improvements and "under-recovery" of price increases will stand it in good stead upon regulatory review in 1993.

On the downside, the company remains more highly geared than many in the sector, and cash generation is weaker. Full year forecasts of £97m put the shares on a prospective yield of 5.9 per cent, characteristically towards the low end of the recs' yield range.

At Archer, profit commissions fell from £2.21m to £1.18m and with further losses from the 1990 and 1991 years in store, the immediate outlook is gloomy.

Operating expenses rose to £2.63m (£2.41m), the increase attributed to some £200,000 in costs arising from takeover negotiations between Archer and Cuthbert Heath, a rival agency. The talks were called off earlier this week after the two companies failed to agree terms.

Mr Chris Burton, a director, said "the impact of the cuts would be immediate and permanent", although precise details were still being worked out.

## API swings back into the black with £3.85m

By Peter Pearce

**API GROUP**, the packaging concern, swung back from losses to pre-tax profits of £3.85m on turnover flat at £62m in the year to October 3.

Last time's losses of £470,000 were restated from profits of £703,000 because defence costs against the failed takeover offer from NMC, a rival packager, previously debited as extraordinary costs, have been taken above the line as exceptional. Gross profit margins improved from 23.5 to 26.3 per cent, a rise of 11 per cent.

A proposed final dividend of 4.35p lifts the full-year pay-out 11 per cent to 7.5p, which was forecast at the time of the NMC bid. It is payable from earnings of 12.8p (restated losses 2.4p).

## TVS takes another step nearer US ownership

By Raymond Snoddy

THE SALE of TVS to International Family Entertainment took another step forward yesterday.

On a show of hands, shareholders of the company, which loses its ITV franchise at the end of this month, passed a resolution to change the company's articles of association which blocked anyone holding more than 10 per cent of the voting rights. The IFE offer is

worth about £43m in shares with a cash alternative of some £36m.

However, many preference shareholders are unhappy about the sale and believe the opposition among preference shareholders might be strong enough to block the deal.

Mr Julian Treger, of Restructuring Advisers, who speaks for a number of unhappy preference shareholders called yesterday for further negotiations.

## Dunkeld takes the plunge into financial restructure

**DUNKELD GROUP**, the small shirt manufacturer that has *mustered the support of the Northern Ireland Industrial Development Board and the Bank of England* in its struggle for survival, yesterday announced a further restructuring and two acquisitions, writes Richard Gourlay.

The Northern Ireland and London-based Dunkeld has convinced its bankers, Hill Samuel, to convert £5.9m of debt into equity.

The IDB, which supports employment creation in the province, is also converting £376,000 of preference shares into new equity, taking the its stake to 4.2 per cent.

Dunkeld, formerly Aitch and before that Munton Group, also forecast pre-tax profits of not less than £235,000 for the year to November 30 and not less than £24m after extra items.

Following the capital reorganisation Dunkeld will have a market capitalisation of over £10.6m. Dunkeld's debt will fall from £13.1m to £5.7m.

operations.

The group is paying £1.05m, mostly in cash, to Celestion Industries for its Six ladies swimwear business.

The company is also buying Tern Consult, a private company that designs and supplies branded shirts and is under license to Dunkeld. Tern belongs to Mr Richard Lawson, a Dunkeld director, who is taking most of his shares in consideration for his interests.

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## British Land improves 12% and sees sound outcome

By Vanessa Houlder,  
Property Correspondent

**BRITISH LAND**, the property company chaired by Mr John Ribble, yesterday announced an 12 per cent rise in pre-tax profits from £10.2m to £11.4m for the six months to September 30.

"There has got to be rationalisation," said Mr Richard Maylam, chairman. Reductions in staffing – which has risen to more than 300 following the takeover of Hellett agencies – were not ruled out.

Details of the moves emerged yesterday as Archer announced a sharp fall in pre-tax profits to £938,000 (£3.2m) for the year to September 30.

Karnings fell to 3.1p (2.7p) and although the dividend is maintained at 4.4p with a final of 2.2p, Mr Maylam warned that shareholders could expect a reduced pay-out next year.

Archer announced cutbacks

benefits from the company's active buying programme during the downturn, he said. He expected a sound outcome for the current financial year. "Unless buffeted by accidents, financial or political, we remain well placed."

The results, in line with expectations, together with a greater-than-expected dividend increase, sent the shares up 4p to 17.4p.

Since the last year end, British Land has bought £75m of property, although Mr Ribble said that an improvement in property yields had reduced the flow of suitable investments properties.

The acquisitions included

the outstanding interest of offices at Pinshur Avenue in the City of London, Teeside Retail Park and Greyhound Retail Park in Chester. In addition, the company spent £15m on updating its portfolio.

Net rents were up 7 per cent higher at £54.4m (£46.5m) while the interest bill was £45.5m (£38.5m), excluding £1m of capitalised interest. The portfolio's voids remained at 2.6 per cent, excluding two development properties.

Earnings per share were 3.6p (3.5p), up 5.6 per cent. The interim dividend is increased by 10 per cent from 2.07p to 2.28p.

## US buy helps Whessoe to £8.3m

By Peggy Hollinger

**WHESOE**, the acquisitive engineering and pipework group, yesterday announced a 13 per cent increase in annual pre-tax profits to £8.3m, largely due to the acquisition of a US company at the beginning of the year.

The instrumentation division, of which Varec forms a part, improved operating profits by 46 per cent to £2.7m. Mr Fleetwood said Whessoe had performed to expectation.

In the year to September 30 1991 Whessoe had produced profits before tax and interest of £1.2m.

Piping systems improved profits from £3.8m to £5.1m. This was partly due to the

inclusion for a full 12 months of Connex, acquired in 1991, and also to increased business from the gas-powered energy stations being built in the UK.

The group's project engineering division suffered an 11 per cent decline to £450,000. Mr Fleetwood said Whessoe aimed to sell or close this business.

Contracts, and their accompanying risk, had become far too large for a company the size of Whessoe, he said.

A provision of £600,000, which was expected to cover the costs of selling or closing the division, had been taken below the line.

## Recession blamed for ERF loss

By John Griffiths

**THIS YEAR'S** deep recession in the UK commercial vehicle market, the most severe since the second world war, was awarded much of the blame by ERF Holdings (Holdings) for its descent into a loss at the trading level of £1.77m after interest, compared with a profit of £2.73m, compared with a profit of £2.30m.

Described as "disappointing" by Mr Peter Foden, chairman of what is now the UK's last quoted independent heavy truck maker, the result was, nevertheless, little worse than the market had been expecting.

The shares closed down only 5p at 13.5p.

About one third of the loss was attributed to exceptional costs associated with developing a new product range, the

group's first sales expansion into Europe and further redundancies.

Severe trading conditions in the UK, with heavy discounting further eroding profit margins, was the main factor in a loss at the trading level of £1.77m after interest, compared with a profit of £2.73m. Weakness in some overseas markets outside Europe also took part of the blame.

Some analysts last night expressed mild reservations about ERF's seeming determination not to slow the pace of any of its market expansion or product programmes. The shares closed down only 5p at 13.5p.

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But he pointed to the first

signs of recovery in the UK truck market and a relatively mild deterioration in ERF's gearing, as justification for the company staying on its present course. Currently, gearing was 26.7 per cent.

There is no interim dividend, compared with 2p, and Mr Foden said payment of a final dividend would depend on second-half trading performance.

The results were achieved on turnover of £54.5m (£58.4m).

Pre-production costs of the new truck range, to be launched next year, accounted for £450,000 of the exceptional costs, including interest. The setting up of a distribution infrastructure in continental Europe accounted for a further £343,000. Redundancy costs totalled £152,000.

## Scottish Equitable German link

By James Budson, Scottish Correspondent

**SCOTTISH EQUITABLE** is creating a joint subsidiary with Württembergische, the large German composite insurer, through which it hopes to make inroads into that country's pensions and life assurance market.

It is forming ARA (Allgemeine Rentenanstalt) in a joint venture with Württembergische Lebensversicherung, the life assurance arm of the Stuttgart-based quoted group.

The German government is also seeking ways of reducing its state pension provision and is looking to the private sector to become more involved.

ARA, which hopes to obtain a licence from the German regulatory authorities next April, will distribute its products

through Württembergische's 1,800 strong network of tied agents.

Mr Paul Grace, Scottish Equitable's deputy chairman and managing director of the international division, said the venture took the Scottish company "one step nearer to marketing life insurance in Europe's largest and most exciting market".

Scottish Equitable, which is a mutual company, had £4.6bn under management at the end of last year.

Its pension policies accounted for most of its new premium income growth in the last two years.

## DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corresponding dividend	Total for year	Total last year
API	£1.45	Feb 12	4	7.5	8.75
Archer (A)	£0.7	Feb 26	1.25	4.4	4.4
Booth India	£0.7	Feb 12	0.7	-	3.2
British Land	£2.28	Feb 25	2.07	-	8.35
Compass	£1.11	Mar 28	7.55	12.3	11.4
Edridge Pope S	£1.94	Feb			



## COMMODITIES AND AGRICULTURE

## Fears of unrest in Russia give boost to oil prices

By Deborah Hargreaves

**Oil** PRICES moved upwards yesterday in a volatile market where fears over unrest in Russia outweighed recent supply and demand concerns.

The price of North Sea Brent crude for January delivery gained 50 cents to \$18.20 a barrel as President Boris Yeltsin appealed for calm in the streets.

Traders fear that a deepening political crisis in Russia could disrupt export supplies from the world's biggest oil producer where output has been slipping dramatically. Russia exports around 2m barrels of oil a day (b/d) to the west.

If concerns over Russian sup-

pplies persist, oil prices could find renewed strength after the weakness in the market of the past few months which has seen prices drop by over \$3 a barrel to a seven-month low.

Oil markets have been weakened by perceived over-supply because of a build-up of product stocks accompanied by low demand and mild weather. The Organisation of Petroleum Exporting Countries' failure to cut its output has further depressed prices.

Iran indicated yesterday that it was ready to cut production below its new allocation if prices remained weak. But at the same time Nigeria confirmed rumours that it had sold several cargoes of oil on a netback basis - cut price deals

which in the past have been associated with sharp drops in oil price.

Professor Colin Robinson from Surrey University said the world should prepare itself for "the significant possibility" of another oil price shock later in the decade.

He told a conference on Oil and Gas Economics in the North Sea that there is very little spare capacity in the world oil industry and, as demand rises, any disruption in Middle eastern or Russian politics could cause sharp rises in price.

But an opposite scenario would see the recovery in demand remaining weak and capacity growing, which would keep prices low, he said.

## Continued pressure on metals from CIS exports expected

By Kenneth Gooding,  
Mining Correspondent

**PRICES** OF the main traded metals in 1993 would continue to be held down by exports from the Commonwealth of Independent States but they would move up slightly from present depressed levels, suggested Mr Thomas Baack, chief economist at Metallgesellschaft, the German mining and metals group, yesterday.

Production and consumption of the main traded metals in the west would be roughly in balance next year, but CIS exports would cause a supply surplus. "At the moment there are no prospects of an improvement in this respect," he said. Even so, most present metals prices were "unsustainably low."

Introducing MG's annual "state of the non-ferrous metal markets" report, Mr Baack said western aluminium and nickel producers - worst affected by the CIS exports - needed to shut down much more

production capacity to compensate.

He doubted whether Norilsk Nickel, which produces about 80 per cent of the CIS nickel, would carry out its undertaking to cut production next year.

Mr Baack pointed out that CIS copper exports were likely to rise by 100,000 tonnes to 500,000 tonnes this year but not imports from the former eastern bloc countries would not change because China would probably import 100,000 tonnes.

In its report, MG suggests that high stocks of aluminium will weigh on prices next year so they are unlikely to exceed

adding to the downward pressure on prices.

Uncertainties about tungsten consumption last year amounted to 39,881 tonnes, a 12 per cent drop from 1990.

World production fell further, by 14 per cent to 37,007 tonnes last year. However, stockpiles in 1991 amounted to more than 40,000 tonnes, with 34,634 tonnes held by the US government as a strategic reserve.

Meanwhile, high levels of stocks, competition between tungsten materials and substitution by other products are

adding to the downward pressure on prices.

Demand for tungsten has been weakened by lingering world recession. It has deeply affected key tungsten-using sectors such as the tool-making, motor vehicle, and defence industries.

Meanwhile, high levels of stocks, competition between tungsten materials and substitution by other products are

## Gloomy prospects for tungsten foreseen

By Frances Williams in  
Geneva

**GOVERNMENT** and industry experts are predicting another difficult year for the tungsten market in 1993 and no recovery in depressed tungsten prices.

The experts, from 23 countries and the International Tungsten Industry Association, have been meeting in Geneva this week under the auspices of the United Nations Conference

on Trade and Development to review the current market situation and outlook.

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## Market Report

**London** robusta COFFEE prices lost impetus towards the close, easing back to the day's lows, while COCOA prices fell from their highs to end mixed. Coffee showed little inclination to move up again after Wednesday's sharp rally, despite widespread conviction that there was still considerable potential on the upside. "The market has had a couple of days over \$1,000 and doesn't know what to do next. It's almost like a touch of vertigo," one trader said. On the LME NICKEL prices continued to attract buying interest on downside dips during

another volatile session, and the market ended higher. Dealers said nickel again traded within a wide range, with little sign that the current choppy phase was drawing to an end. Uncertainty over the worsening political atmosphere in Russia induced short covering on dips. Nymex PALLADIUM was firmer at midday, with analysts expecting further rises because many players are convinced Russian output will drop dramatically.

Compiled from Reuters

**SUGAR - London FOX (\$ per tonne)**

Close Previous High/Low

Mar 185.40 185.00 182.00

Apr 191.00 190.00 188.00

May 191.00 190.00 188.00

W.T. (1pm est) 191.15 190.25 +4.45

Oil products (NWE prompt delivery per tonne) CIF + or -

Premium Gasoline 198.00 -5

Cet. Oil 179.15 +6.5

Brent Blend (dosed) 181.25-3.00 +0.45

Brent Blend (Jan) 181.25 +0.45

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## FINANCIAL TIMES SURVEY

**SCOTLAND**

Friday December 11 1992

Industry is healthier than for generations — but not much is Scots-owned: Page 2

In the distribution of EC funds, Scotland faces its own European tests: Page 3

**Scotland's increase in prosperity was achieved without the boom-and-bust of the south of England, but recession has now caught up with the economy. As the European summit opens in Edinburgh, James Buxton reports**

**Determined difference**

**I**N THE heads of government and their acolytes, sitting down at Holyrood Palace in Edinburgh this morning for the European summit, feel that their environment is unfamiliar, that is as it should be.

"They are in the United Kingdom but they are not in England; for the first time ever, an international summit of this kind is being held in Scotland."

Scotland, as the Queen remarked in last summer's television programme about her, is "different". Its people have different accents, habits and attitudes; and they have some of their own specifically Scottish institutions.

It has its own legal system and judiciary. Its education system is different from that of England and Wales, and Scotland also has its own Presbyterian church. Much of the business of government in Scotland is handled by the Scottish Office in Edinburgh, which in the past 10 years has taken on more responsibility from Whitehall.

Visitors from the continent will find it one of the more pro-EC parts of the UK. Compared with people in the south-east of England, more Scots either believe the Maastricht treaty is a good thing in itself or accept that it needs to go ahead to ensure that the benefits of the single market do not evaporate.

The idea of European nationality does not worry a people who already have a kind of dual nationality, being both Scottish and British.

When Mr John Major, the prime minister, told a surprised Scottish Conservative party conference in July that this European Council would be held in Edinburgh, he said he wanted to counter the sense of alienation which he believed outlying parts of Britain felt towards government from Westminster.

He also wanted to demonstrate the meaning of the union of the United Kingdom, under which England and Scotland submerged their sovereignties in 1707 and merged their parliaments while retaining their separate identities. (That is one reason why Scotland does not, as one might have expected of a European region, have its own parliament or assembly). Through



Stand Scotland where it did! All the EC heads of government will drive through the gates of Holyrood Palace in Edinburgh this morning

did not show that demand for constitutional change in Scotland was dead — though some Tories have since ventured the thought that Scotland might be entering a "post-devolution era". Rather it demonstrated, like other devolution campaigns for over a century, that not enough Scots want constitutional change badly enough to give it such a high priority that they will sink their differences to get it.

It was a reminder that there is residual support in Scotland for unionism. Since the election, Labour and the Liberal Democrats have played down talk of constitutional change.

But a little group of protesters who, immediately after the election, started a vigil outside the building where a Scot-

tish parliament would meet are still there. They say they will remain until a Scottish parliament is convened.

The constitutional issue will

be raised outside the Holyrood summit, with Labour and the SNP fielding speakers to the Scotland Demands Democracy demonstration on Saturday. Mr Major will be asked to explain why, if the concept of subsidiarity should be applied to the UK, it cannot be applied to a nation within it.

Since April Mr Ian Lang, the Scottish Secretary, has been showing a more conciliatory approach to running Scotland.

Lord Fraser of Carmyllie, his minister of state, said in July that if the union is not to lose support the government must choose policies which are not

too good for Scotland but acceptable to most Scots.

Thus, whereas in England and Wales the government is legislating to encourage many more schools to leave local authority control, nothing similar is proposed for Scotland.

But the government's attempt to be gentler with the Scots will be tested by its handling of two big planned reforms — reshaping local government from a two-tier into a single tier system, and bringing the private sector into the water and sewerage industry.

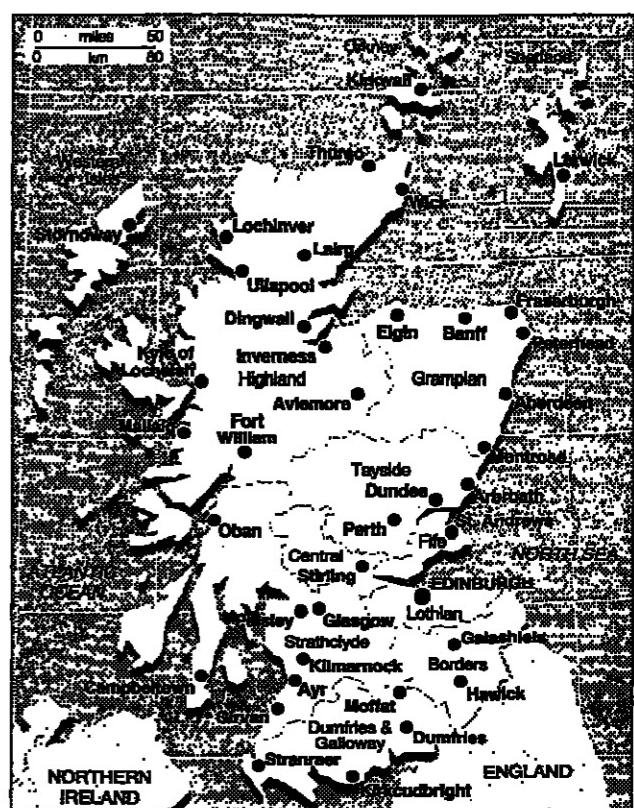
The very suggestion of privatising Scottish water has provoked strong opposition from almost everyone, including many Tories, so the government is touting (among other options) a complex fran-

chising arrangement.

The reform of local government, removing the regional councils, will enable Scotland's four cities, Edinburgh, Glasgow, Aberdeen and Dundee, to become single tier authorities. But their powers will fall well short of those of the so-called city-states on the continent, because in the past few years local government has lost functions and had its financial autonomy curtailed.

The current mood in Scotland is dour, as the economy stagnates in a recession which, though less severe than that south of the border, still has plenty of victims.

But though Scots are accomplished practitioners of "giving" (grumbling), plenty of things in their country have

**KEY FACTS**

	Scotland	UK
Area (sq km)	70,080	242,500
Population (1990)	5,024,400	57,410,600
Pop. density (pop per sq km)	66	237
Pop. growth 1981-90	-1.5%	+1.9%
Age structure 1990		
under 15	18.8%	19.0%
above pension age	17.7%	18.3%
GDP (1990 £m)	38,738	477,747
GDP per head (1990 £)	7,592	8,201
Employment structure 1990		
Agriculture, forestry & fishing	2.3%	1.8%
Energy & water supply	5.1%	3.1%
Manufacturing	27.6%	29.8%
Construction	10.4%	7.6%
Distribution, hotels & catering	15.0%	17.3%
Transport & communication	8.9%	8.5%
Banking, Finance etc.	8.0%	11.3%
Public admin & other services	22.7%	20.6%
Unemployment Rate (Oct '92)	9.7%	10.1%
Education (1990)		
Pupil-teacher ratio-primary	19.5	22.0
Pupil-teacher ratio-secondary	12.2	15.2
16-year-olds staying in education	77.7	65.4

Source: CSO Regional Trends 1992

improved enormously in the past decade.

Scotland achieved a big increase in prosperity in the latter part of the 1980s, without the boom and the bust of the south of England. It shows in the great improvement to life in Glasgow, which used to be a city few people in Britain visited unless they had to.

The quality of life in Scotland's uncrowded cities and towns and in its countryside is an asset which will become more precious as the British economy begins to grow again.

Yet, unlike in other parts of Britain, the Scottish population is in gentle decline; it dropped fractionally below the psychologically important 5m mark in the 1991 census. Somehow the decline seems to mirror the lack of dynamism in the Scottish economy.

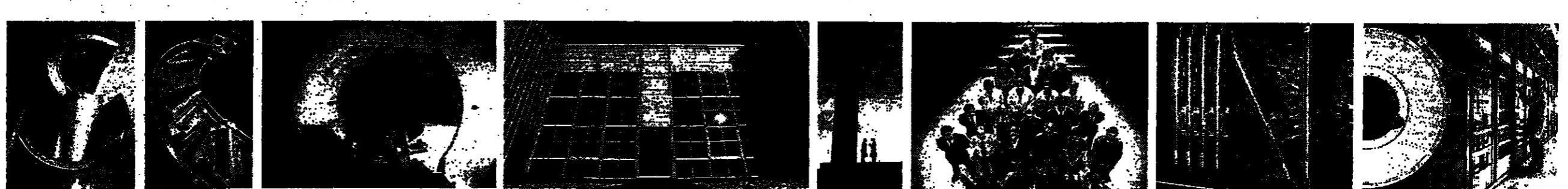
A recent study by Scottish Enterprise, the economic development body, revealed that Scotland has a lower rate of new company formation than

other parts of Britain, especially the south-east, not to mention Germany and parts of the US.

Alarmingly, some leading Scots, when interviewed, said they did not believe the creation of new companies was particularly important — some even thought that it was undesirable because it harmed existing ones by causing extra competition.

Many of the more enterprising Scots have moved — as they have been doing for centuries — to England, where a number of them run big companies and institutions. Scots also occupy five places in the cabinet — and Scotland also provides the leader of the opposition, Mr John Smith, and several of his shadow cabinet.

That could be seen as a success both for the union and for Scotland's determination. But it also shows that in centralised Britain the big opportunities lie in London. Any step to redressing that imbalance would be good.



Scotland's skilled workforce, cost efficiencies and established infrastructure are the benefits most cited by the 300 foreign companies already there.

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## SCOTLAND 2

James Buxton finds a shortage of green shoots in the economy

**Caledonia grows stern and wild**

MR CHARLES LOVE, the new chief executive of the Clydesdale Bank, was blunt about Scotland's short-term economic prospects when he presented the Glasgow-based bank's results last month. "There are no green shoots in Scotland," he said. A colleague added: "The recession has gone on too long for a lot of our customers in Scotland." But they did not foresee recovery in the Scottish economy until 1994.

The remarks are typical of the pessimism that has engulfed the Scottish economy in the last few months.

For the past two years, as much of the rest of the UK economy laboured in recession, Scotland remained immune from its worst effects: in the summer there was even an upturn in business confidence in the wake of the UK general election held in April.

In October, however, the Fraser of Allander Institute, Scotland's main economic research organisation, declared that the full effects of recession had finally reached Scotland.

People in Scotland did not like being told that they were suffering a much milder form of recession than people in the south. This was not just any penchant they may have for gloom; it simply did not accord with their experience.

For the past two years the Scottish economy has been virtually stagnant, with few new business ventures, a stream of small and medium-sized businesses going into receivership, property developments being

stalled or abandoned, intense financial pressure on companies with large borrowings and a lack of new job opportunities, so that anyone with a job wanted to hang on to it.

Yet something remarkable has been happening in this recession in Scotland: it has not been as bad as in England.

In September, the seasonally adjusted unemployment total for Scotland was 9.7 per cent, compared with a UK average of 10.1 per cent, putting Scotland on exactly the same level as the south-east of England and below Wales and the northern half of Britain. That, as Professor Gavin McCrone of Glasgow university pointed out recently, "is nevertheless much too high to be acceptable."

**Something remarkable has happened: the recession has not been as bad as in England**

But it is indicative of the changed way in which economic forces have been working in Britain.

Scotland and the north of England have done better in strictly relative terms because people in those parts of the UK never built up the enormous levels of personal debt which their counterparts in the south of England accumulated.

This may partly be because in Scotland house ownership is just over 50 per cent of the total housing stock; in England it is 69

per cent. So when interest rates went up from 1988 onwards, Scotland and the north of England suffered less.

Consumer spending continued fairly strongly, house prices went on rising (they have even advanced slightly this year while those in southern England have collapsed) and the Scottish economy grew faster than that of the UK as a whole in 1988, 1989 and 1990, while the contraction in Scotland in 1991 was less severe.

Scotland benefited in other ways. There has been an investment boom in the North Sea oil industry, which particularly helped Grampian and Highland regions.

Scotland's main manufactured products – whisky, computers and heavy engineering equipment – are mostly exported, and until about a year ago their markets had been holding up well.

Yet the gloomy prognostications of the executives of the Clydesdale Bank seem confirmed.

Commentators have for some time forecast that once interest rates came down, the south of Britain would benefit most – for the same reason that it suffered most when interest rates were high.

While Scotland hopes to keep its advantage over England, it is more realistic to trust that the economy of southern England gets going soon, and that it generates some demand for Scottish goods and services.

Export markets for many different kinds of Scottish goods are weakening, because of world recession. But perhaps more seri-

ously for Scotland's recovery is the fact that structural factors which formerly worked in Scotland's favour are now turning against it. Furthermore, there are black spots of economic decay caused by industrial closures.

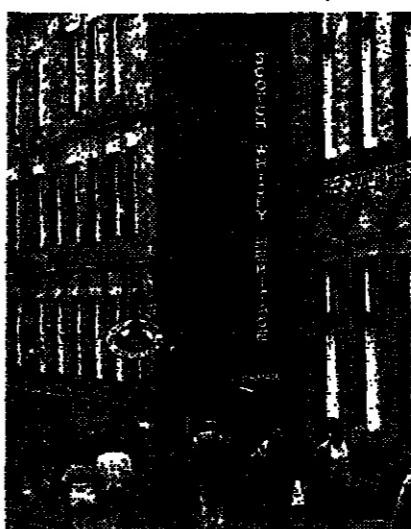
The investment boom in the North Sea oil industry is running down, as shown by the fact that some of the yards which build platforms – one of the first stages in the process of developing production operations – are now staring at slender or empty order books, with one of them, McDermott near Inverness, currently moving from employing 2,500 people in mid-summer to going onto a care and maintenance basis.

Offshore oil output is expected to decline in the next year or two, while pressure on margins is making oil operators cut costs, reducing offshore employment.

The Shetland Islands, where unemployment is about four per cent, will have to face the fact that the Sullom Voe oil terminal on which much of its prosperity is based could close by the end of the decade.

Scotland, it has been said, had a good Cold War, so it is now feeling the consequences of peace. Already the US Navy submarine base at Holy Loch has closed, and four Scottish regiments are being amalgamated into two.

More serious still are the consequences for industry. The future of the naval dockyard at Rosyth on the Firth of Forth is in the balance as the government decides whether to close it towards the end of the



Whisky, one of Scotland's main manufactured products, is mostly exported. Photo: Tony Andrews

century and concentrate all naval refitting work at Devonport in south-west England, or to maintain two smaller dockyard operations.

Rosyth employs more than 4,000 people and is the biggest industrial site in Scotland; its closure would have a devastating effect on the economy of Fife.

Industry in Scotland, he writes, "is more healthy than it has been for generations."

He adds, however, that "it is no longer Scottish industry" – "with many Scottish companies having lost their independence or, in the case of branch plants, never having had any."

**The water industry****A certain level of dismay**

IF THE government's proposals to change local government in Scotland by moving towards single-tier authorities look like gaining grudging acceptance, this cannot be said of a possible consequence of these reforms: the privatisation of the Scottish water and sewerage industry.

Water and sewerage services in Scotland were not privatised

when the English water companies were sold in 1989; they are run by nine regional and the three island councils.

As these councils are to be restructured, the Scottish Office believes it will be necessary to come to new arrangements for water. The idea that privatisation should form part of these new arrangements has caused dismay.

An opinion poll in The Herald, the Glasgow morning newspaper, found that only 4 per cent of Scots canvassed

showed themselves in favour of privatisation. Only 9 per cent of the Conservatives who were asked supported it.

Mr Bruce Black, senior depu-

tary secretary at the Convention of Scottish Local Authorities, says: "Scottish people do not like the idea of privatisation. It offends the presbyterian ethic which says that the government should supply essential services.

"They particularly do not like the idea of water privatisation. Water is seen as one of Scotland's abundant resources.

"They have seen what has

happened in England. Private water companies have raised the money for investment through higher charges. People who have been unable to meet the charges have been disconnected."

Another argument advanced by the Scottish Office for changing the water and sewerage arrangements is that heavy capital expenditure will be needed over the next 10 to 15 years, to comply with government regulations and EC directives.

These include the Water Supply (Water Quality) (Scotland) regulations 1990, which adopted the standards of the EC directive on the quality of drinking water. The British Government also adopted the Urban Wastewater Treatment Directive and the Bathing Water Directive. There is also a need to stop dumping sewerage sludge at sea by 1998.

The Scottish Office estimates

that meeting these require-

ments will cost £2.5bn in Scot-

land. A further £2.5bn will be

needed for maintenance and

upgrading and improving wa-

tercourse sewage discharges.

The regional councils are

investing £20m a year in capi-

tal spending. Professor George

Fleming of the department of

civil engineering at Strathclyde University says: "The

extra £5bn will probably mean

a doubling of the annual capi-

tal spending to over £400m. Whatever new system is contrived, charges will have to rise.

Mr Ian Lang, the Scottish secretary, indicates that he does not want the extra spending to be met by increased public borrowing by local authorities.

He argues that more spending on water could mean less spending on other services such as education and health.

Last July Mr Lang said he was looking at ways in which the private sector might contribute to water. This was taken to mean privatisation.

Since then, however, the Scottish Office has published a consultation paper called "Water and Sewerage in Scotland: Investing For Our Future".

It repeats arguments for changing the current arrangements and puts forward eight options – including privatisation, which could involve setting up three companies which would either be floated on the stock exchange or sold off in a trade sale.

But there are also proposals for a national water authority which would have a watchdog body similar to the National Rivers Authority in England; a number of joint water boards serving single-tier councils; straightforward transfer from the old councils to the new; and some form of franchising whereby the local authorities, or groups of them, would retain ownership and control of the water and sewerage installations, contracting out operation to private concerns.

As with the proposed changes to local government, Mr Lang tries to make it clear that nothing has been definitely decided about water. He says in his foreword: "The Government will reach a decision on the right way forward in the light of responses to this consultation paper. Until then I intend to keep my options open."

The only certainty is that if the investment required is made, water charges will have to rise. Scots water users now pay an average of £132 a year for water – though many are unaware of it, because water charge is collected with the poll tax. The average charge in England and Wales is £177.

As the government waits for

reaction to come in, the public view appears to be captured by Mr Henry McLeish, a Labour spokesman on Scotland: "We don't dispute the need for £20bn investment over 10 to 15 years. We accept that water charges will have to rise to help pay for it. But we don't want the higher charges to swell the profits of private companies.

The Treasury should allow the councils to borrow the extra money needed."

Stewart Dalby

**Stewart Dalby reviews the local government debate****Mr Lang's open options**

Centre at Strathclyde University says:

"This document is politically driven. The aim is to break up Labour control of local government. In particular there is a wish to be rid of the great Labour fiefdoms of Strathclyde and Lothian."

"But the government might be out of luck. Research has shown that however you slice the cake the Conservatives would not pick up control of

**Conservatives control**  
none of the regional councils and only five of the districts. Many of the councils are hung

many councils. I think there is a strong argument for unitary authorities but it is not the one put forward in this discussion document." Prof Alexander admits he is a Labour supporter.

At the moment the Conservatives control none of the regional councils and only five of the districts. Many of the councils are hung.

Mr Mark Lazarowicz, the leader of the Labour group on Edinburgh district council, has similar views.

He says: "I do not know that it is politically driven because

it probably would result in few gains to the Conservatives. Certainly it is ministerially driven."

"Mr Lang needs something to do over the next few years and it is likely there will be a single tier of government."

"Our position is that a single tier makes sense only if there is a Scottish parliament. Labour party policy is for a Scottish parliament. If we cannot have a parliament we are happy with the way things are. We work very well with Lothian regional council and there is hardly any overlap of functions."

If Edinburgh were made a unitary authority, he asks, "How would you service the parts of Lothian which are sparsely populated? More important, how would you ensure the people of Lothian were adequately represented?"

The Convention of Scottish Local Authorities (Cosla) takes the view that a change in the current system is unwanted and unnecessary. Mr Bruce Black, the senior deputy secretary, says: "Few of our members welcome these proposals, although of course, when pushed to show, some of the bigger district authorities might want to become unitary authorities."

"The current system works well. You need regional councils to handle strategic areas like water and roads. You need the economies of scale you can achieve. You also need the district councils, particularly in remote areas, to respond to local needs."

But when Mr David McLeitchie, vice-president of the Scottish Conservative & Unionist Association, is asked to comment on Cosla's views, his reply is robust: "They would say that Cosla is dominated by the Labour party."

However, he adds: "It would be less than honest if we didn't acknowledge that part of the appeal of these proposals is the political case against the large Labour strongholds."

"But this should not obscure the cogent arguments in favour of reforming local government."

Stripped of the political overtones, the arguments, as set out in the discussion document, can be summarised as follows:

• Under the present system there is confusion about which tier is responsible for which functions;

• There is an overlapping of functions which results in waste – and bloated employment levels. Although regional councils have been in existence since 1975, many people

still think of themselves as living in the now-extinct counties.

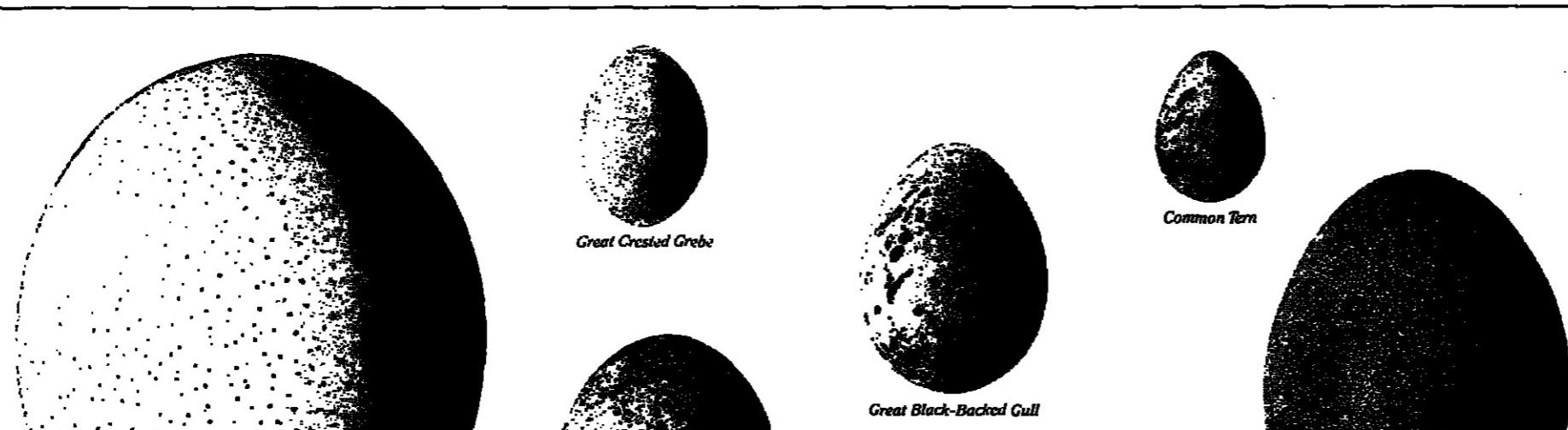
• Streamlining local government would accord with the government's desire to move from councils providing most services themselves to becoming "enabling" authorities which might contract out many functions to other bodies or the private sector.

• There would also be cost savings. A report by the

Prof Alexander has doubts about cost savings but still favours a move towards a single-tier system

accountants Touche Ross for the discussion document estimated that a 15-authority structure could save an estimated £192m a year, a 24-authority structure £120m a year and a 35-unit structure £55m a year. But a 51 council would cost £55m more a year than the existing setup.

These figures are tentative; not everybody agrees there would be cost savings. It would depend on whether existing facilities were used, on new staffing and computer systems and on a range of other factors. However the



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## SCOTLAND 3

**David Marsh looks at Scotland's position in the EC pecking order**

## Intriguing contradictions

AS THE states of the European Community tackle the difficult challenge of widening membership and deepening cooperation, Scotland faces a series of European tests of its own.

The country has to secure its position in the pecking order governing the distribution of keenly fought over EC regional funds. It must seek to maximise benefits from the EC's "single market" formally being put into place next year - a development which could bring particular benefits for Scottish financial services. And Scotland has to make its voice heard in the debate in Brussels and national capitals about "subsidiarity" - allowing government decision-making to be carried out as close as possible to the people.

Scotland's relationship with the EC throws up some intriguing contradictions. On the one hand, there is no argument about whether Scotland gets "value for money" from the EC. It clearly does. As a region suffering from industrial decline, with a disproportionate share of rural areas requiring special support, Scotland has attracted a large amount of EC funding to help depressed areas.

Mr Ian Lang, secretary of state for Scotland, recently pointed out that Scotland had benefited from nearly £1.5bn in structural fund assistance from Brussels since 1979. "Denmark, like Scotland a small country at the north of Europe, but without the clout which the UK carries in the Community, has secured just one-sixth of that total," Mr Lang declared.

On the other hand, in the

future battle for EC cash and industrial investment, Scotland will face some disadvantages. Mr Grant Baird, the head of Scotland's recently-established representative office in Brussels, Scotland Europa, sums up the position: "Competition is going to get tougher. The funds will be coming. But any growth will be going to the poorer countries."

The gap in economic output per head between Scotland and the rest of the UK has narrowed in recent years, principally because Scotland has bet-

ter weathered the downturn.

Moreover, as a result of the accession of poorer southern countries during the past decade, Scottish gross domestic product (gdp) per head is about the EC average.

Further, the shift in the Community's centre of gravity both eastwards and southwards has sharpened the problem of Scotland's peripheral position. Scotland in the past has relied on the US more than the rest of Europe for inward investment. Now Scottish industry is looking far more actively towards Europe.

Scotland's bid has not been helped by rival campaigns from London and Manchester. Additionally, the effort has been hard hit by the UK's withdrawal from the exchange rate mechanism in September.

"Scottish industry has not been very good at attracting EC money," says Mr Baird.

"often because it doesn't know it is there." One reason for the establishment of Scotland Europa was to put Scottish enterprises and institutions firmly on the Brussels map, searching for funds in, for example, EC research programmes.

Scotland has already qualified for EC grants in the troubled fields of coal-mining, shipbuilding and textiles. Now it will be trawling for assistance from the EC's planned new programme for "reconversion" of defence and electronics industries hit by the post-cold war downturn in European armaments spending.

Another part of Scotland Europa's activities is to point out that, in a range of economic matters, Scotland's interests do not always necessarily coincide with those of the rest of the UK. Putting forward the Scotch whisky industry's point of view on EC alcohol levies, or making known the interests of Scottish power companies on European emission control plans, are two examples of Scotland Europa's work.

In another area of special interest, Scotland has put in a bid for at least part of the activities of the European central bank, designed to run Europe's monetary affairs if and when economic and monetary union takes place towards the end of the 1990s.

Scotland's bid has not been helped by rival campaigns from London and Manchester. Additionally, the effort has been hard hit by the UK's withdrawal from the exchange rate mechanism in September. None the less, Edinburgh will be doing its best to press its candidature during this week's EC summit. The Royal Bank of Scotland is printing a special issue of Eurobonds pound notes to coincide with the summit. A few are likely to be handed out as ceremonial gifts to heads of government.

Having been part of monetary union with England since 1707, Scots have fewer qualms than people south of the border about giving up sovereignty to an EC central bank. But Scottish analysts also believe that Euro will be impractical unless accompanied by a political union to

provide a framework for intra-Community fiscal transfers necessary to make a single currency work.

The debate about Scotland's place in Europe has been greatly affected both by the delays to the Maastricht process and by the setback for the Scottish National Party and the Labour party in April's general election. Up to this spring, many moderate Scots could support the idea of an eventual Scottish parliament dealing directly with a strengthened European executive.

The recession, which took so long to reach Scotland and its northern extremity, is now having a serious effect on the Highlands. Fewer tourists came last summer. Boarded up hotels, restaurants and bars dot the landscape, while manufacturers are suffering from the weakness of markets in the rest of Britain.

As Mr Tony Mackay, an Inverness-based economist, says: "Over the past 20 years the Highland economy has often done better than that of the UK and of Scotland as a whole. Now we are going to experience underperformance for five to ten years."

The 1990s were good for the Highlands. Although two big industrial plants, the aluminium smelter at Invergordon and a paper mill at Fort William, closed early in the decade, later economic development was more organic. The offshore steel fabrication yards were set up on the Moray Firth because they wanted to be there rather than having to be coaxed to uneconomic locations.

The same goes for the salmon farms established along the sea lochs and inlets of the west coast, which created a few thousand jobs, revitalised some remote communities and dismayed conservationists and lovers of solitude.

The Highland population was boosted by an influx of people from England and from other parts of Scotland - the so-called white settlers. They pushed up the populations of places such as the Isle of Skye, sometimes forcing house prices out of the range of the indigenous inhabitants but bringing more entrepreneurial spirit.

Though emigration from

Recession has hit the Highlands, writes James Buxton

## Fortune on the ebb tide

THERE ARE depressing signs that the tide of good fortune which for the past few years has buoyed up the economy of the north of the Highlands and islands is ebbing.

Most seriously, crisis affects the two offshore fabrication yards on the Moray Firth; a year ago, they were employing nearly 5,000 people between them. Now the total number of people employed at both yards is less than half that figure, and one of them may have no work at all by next March.

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Though emigration from

places such as the Western Isles continued, the total population of the area covered by Highlands and Islands Enterprise (HIE) - the development network which replaced the Highlands and Islands Development Board - rose from 364,000 to 370,000 between 1981 and 1991.

Unemployment was 10.3 per cent in September, below the figure for Great Britain of 11.5 per cent but more than a percentage point worse than it had been a year before.

Until recently the inverness

Energy in a Highland burn: in early 1993 the Scottish Renewables Order (SRO) will be announced, encouraging exploitation of water, wind and rain, with a guaranteed market for electricity generated by fuels as infinite as they are free

ling rigs tied up in the Cromarty Firth.

The two yards face a dearth of orders as the current phase of offshore developments works its way out, and the market may not recover for three years. But employment at the yards has always fluctuated wildly; both rely, to a large extent, on sub-contractor labour rather than on large permanent workforces.

"It is very important that we retain both yards - they have given the economy critical mass," says Mr Iain Robertson,

reprocessing plant in 1997. By then employment, which was 2,100 in 1988, may have dropped to 500.

Across the Highlands sheep-farming, the mainstay of crofters, faces changes because of the MacSharry reforms of the EC's Common Agriculture Policy. But Mr Donald MacRae at TSB Bank Scotland does not think the reforms are bad news for crofters, at least in the short term, because the proportion of the subsidy made up by the headage payment per sheep will increase and the total payment should also rise slightly.

"The problem is that there will be less incentive to improve quality, and the farmers are facing the political risk that the taxpayer will eventually say the whole thing is too expensive," he says.

The next two years are likely to be bad for Highland fishermen as EC catch restrictions bite harder, but in the longer term the Highlands' share of Scottish white fish landings may increase as fishermen move west from the North Sea.

The salmon farming industry is doing a little better, after several years of very low prices, now that Norway, the biggest producer, has cut over-production, helping prices to rise. However, rationalisation is taking a toll: in September Marine Harvest, the leading producer, was sold by Unilever to Marifarms of the US (in which Hanson has a minority stake). The new owners are making 160 employees redundant, most of them in the Fort William area.

At least these setbacks are hitting an economy more mature than it was a decade ago. There are more businesses and more accumulated wealth, and a better infrastructure of roads, bridges and digital telecommunications links.

But it will be a severe test for the new HIE network of 10 local enterprise companies scattered over the region with half the organisation's 300 staff, and developed financial, social and environmental functions. Mr Robertson says HIE is giving people a power they never previously had, to change things in their area. "There couldn't be a better time for it to win its spurs."

WHEN  
YOU'RE ALREADY  
A WORLD LEADER  
THERE'S ONLY ONE  
PLACE LEFT  
TO GO

### The financial sector

## Banking on strengths

SCOTTISH EQUITABLE, the life assurance company, is setting up a life assurance company in the German state of Württemberg, a joint venture with the composite insurance company Württembergische.

It thus becomes the first Scottish life company to finalise a joint venture with a German company - and one of the first British companies to enter the German life assurance market since Germany agreed, early this year, to liberalise its life assurance market under the EC's third life assurance directive.

The deal is one of a number in which Scottish financial institutions are entering the continental financial services market - a sign of the current vigour of Scottish life offices, one of the few growth spots in the financial communities of Edinburgh and Glasgow.

In the first six months of 1992, income from new premiums for the nine Scottish life companies, of which Standard Life is easily the biggest, rose by no less than 35 per cent from £2.3bn to £3.4bn. At a time when Scottish banks and other companies in financial services have been cutting jobs, the Scottish Life increased its staff employed in Scotland by five per cent in the first half of 1992, to 14,100. Unsurprisingly, offices of the life companies still proliferate in Edinburgh and Glasgow.

In March 1992, according to the Department of Employment, some 217,000 people worked in banking, insurance and finance. Among financial centres outside London Scotland is eclipsed only by the north-west of England in terms of employment, but it has its own particular strengths.

Unlike any other British region it has its own clearing banks. It has a notable community of independent fund managers. Yet it has few building societies - and no markets. Its representation in non-life insurance is largely confined to General Accident, the Perth-based composite. There are only a few merchant banks.

The financial sector exploits the perception that Scots are canny and trustworthy in handling money. Scottish Financial Enterprise (SFE), the sector's trade association, puts "Trust the Scots" on all faxes. The three Scottish banks are

suffering along with their English counterparts. For a time they were shielded - the Scottish economy held out longer against recession; but two draw more than half their business from south of the border.

A few weeks ago the Royal Bank of Scotland announced 3,500 job cuts in its branch network over the next five years - a move which follows that of other clearers. Last week it announced a further big drop in pre-tax profits after making increased provisions for bad debts. But operating profits were up. In the same week it mounted a robust defence of the £6m bonus paid to Mr Peter Wood, the director who set up and then sold to the bank its insurance arm Direct Line.

Clydesdale Bank, a subsidiary of National Australia Bank, shed about 500 jobs at its Glasgow headquarters. But it increased operating profit by 13 per cent last financial year, despite a jump in provisions for bad and doubtful debts.

Among the fund managers, the Edinburgh-based partnership of Bellville Gifford appears to be performing strongly ahead of its Scottish rivals, with 25m under management, double the 1987 figure. It was recently selected to manage part of Wellcome Trust's portfolio, the medical charity, and sees this as recognition that it is on a par with the big London-based independent fund managers.

In Glasgow, Murray Johnstone has largely recovered from a period of uncertainty; it had 23,400 under management in the middle of the year.

Scottish institutions, whose overseas orientation - if they had one - used to be towards the US, are now looking with a little more interest to the continent of Europe. Last spring Bank of Scotland took a 45 per cent stake in Finanziaria Italiana Mutua (FIM), which operates in the expanding Italian residential mortgage market. It also has a joint venture in Germany with Quelle Bank.

Last month Scottish Financial Enterprise became a founder member of the Association of European Regional Centres (AERC), which was formed to represent the interests of secondary financial centres in the EC.

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James Buxton

## RECRUITMENT

FINANCIAL TIMES FRIDAY DECEMBER 11 1992

**JOBS:** Professionals stumped by problem of how to break out of self-sustaining downward spiral

If there's any other group of people anywhere with a better stock of work experience than Jobs-column readers, I've yet to hear of it. So you are probably Anna Greenwood's best hope of finding a solution to a problem which, although all too common in working life even at pretty senior levels, is an extremely knotty one.

Brought to her by someone met via her job as a clinical psychologist in Yorkshire, it concerns a seemingly guaranteed way in which a new boss can grind down and drive out a disillusioned but previously proficient subordinate.

The process has four stages, the first of which is enigmatic because it might simply amount to unwittingly bad management. But if it's allowed to go on long, the results - being foreseeable - might just as well be intended.

It begins when the boss takes to keeping detailed watch on the staff-member's work, obviously looking for errors. Accompanying ploys are nagging on about the need to do routine tasks hitherto done without supervision, questioning any action whose purpose isn't instantly self-evident, and showing suspicion that the subordinate is either flouting or has misunderstood the proper procedure.

Typically, the immediate result is that the target staff-member checks everything twice and starts to hesitate before making even the clearest-cut decisions. That in turn results in a

slower work-rate, which supplies a real cause of complaint to the superior.

Moreover, it ushers in stage two because with the boss now justified in adding criticism of the slowness to the earlier torments, the target is likely to rush the job, so making mistakes. Hard evidence of unreliability is thus added to the charge-sheet.

Under the redoubled pressure, the subordinate is apt to move the process into stage three by losing confidence in his or her own ability. The consequent worrying about what's the right thing to do, let alone how to do it, typically leads to markedly reduced performance all-round and so to...

Stage four: the target either resigns, is demoted, gets sacked, or ends up being treated by the likes of Anna Greenwood as a case of mental breakdown. Hence her search for a means by which the subordinate can break out of the self-sustaining downward spiral - a quest which she began by appealing to her professional colleagues through the British Psychological Society's journal.

Although it brought in a good many recommendations, she says, none of them looks likely to be fully effective. Even where there are formal complaints procedures, for example, they tend to be

counter-productive unless the target belongs to a union strongly ensconced in the company or, if not, when the boss concerned is only low in the executive hierarchy. In the case of complaints against more senior managers, research suggests it is odds-on that the higher level will be upheld over the lower.

Another cure mooted by the replies is to tackle the boss directly as soon as the stage-one pattern is discernible. Unfortunately, Anna Greenwood says, people need a lot of working experience to twig what's happening so early, and still more to know that allowing it to continue can be at least as damaging as a confrontation with authority.

Even the cannier of the proposals, she adds, is prone to the same snags. It is to respond willingly to whatever demands are made at the workplace, and during breaks to be overheard by gossipy colleagues expressing genuine concern about the pressures making such an able boss behave so stressfully.

Accordingly - recalling that two years ago readers decoded the medieval spelling of the name of a port which had defeated the French historian, Professor Bartolomé Bennassar - I'm hoping that you can once again do better than the British Psychological Society's journal.

NOW to the table below which gives indicators of going-rates of pay for upper ranks of managers in Britain, as shown by the latest survey made for the Institute of Directors by the Reward Consultancy. The full report, containing detailed data drawn from a sample of thousands, costs £350 and is obtainable from Steve Flather at Reward House, Diamond Way, Stone, Staffs ST15 0SD; tel 0785 813556, fax 0785 817007.

My extracts are limited to six broad

ranks - from fully executive chairmen

to middle managers three perches below board-level - employed by companies in three turnover brackets, which overlap.

In each case, the table gives both salary and total cash rewards including bonuses. The lower quartile refers to the executive a quarter way up from the foot of a ranking of all in the same rank and turnover range, the median to the person mid-way, and the upper quartile to the one a quarter way down.

The figures are for the UK as a

whole, taking no account of regional

variances which can be considerable. To allow for rises since the information was collected, all the salaries should be increased by 0.7 per cent and by a further 0.35 per cent for each month from January onwards.

One clear message from the table is that whatever advantages success as a manager may bring in small outfits, they are not of the material sort. In the up-to-£25m bracket the median chairman's total pay is just over 2½ times that of the rank-three manager. In the £20m-£25m band the difference is 5½ times, and at £30m-plus it is nearly eight times.

**Michael Dixon**

Type of executive	Annual sales of company:			Up to £25m			£25m to £50m			£50m-plus		
	Lower quartile	Median	Upper quartile	Lower quartile	Median	Upper quartile	Lower quartile	Median	Upper quartile	Lower quartile	Median	Upper quartile
Chairman (full-time)	£30,000 total	£45,000 total	£64,000 total	£65,500 total	£87,000 total	£115,000 total	£144,500 total	£173,000 total	£190,000 total	£157,350 total	£190,000 total	£224,500 total
Managing director	£33,696 total	£42,000 total	£54,800 total	£55,072 total	£71,750 total	£89,075 total	£73,825 total	£107,500 total	£150,000 total	£80,800 total	£113,500 total	£160,000 total
Other directors	£28,000 total	£35,000 total	£45,000 total	£37,928 total	£47,625 total	£59,850 total	£57,312 total	£65,000 total	£75,000 total	£53,250 total	£61,000 total	£100,000 total
Rank-one manager	£23,584 total	£28,500 total	£38,890 total	£28,237 total	£30,250 total	£36,000 total	£32,748 total	£40,300 total	£49,245 total	£31,097 total	£37,054 total	£33,227 total
Rank-two manager	£19,688 total	£22,750 total	£26,324 total	£21,687 total	£24,800 total	£28,000 total	£25,644 total	£29,734 total	£35,050 total	£21,803 total	£25,119 total	£25,710 total
Rank-three manager	£16,944 total	£19,188 total	£22,000 total	£18,000 total	£20,356 total	£23,350 total	£20,000 total	£23,630 total	£26,056 total	£18,180 total	£20,000 total	£24,000 total
	£17,130 total	£19,500 total	£22,350 total									£21,744 total



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**Hard spiral**

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Message from the table is that success is a small outfit of the material sort. Not bracket the median pay is just over £100,000 plus it is needed to beat the difference.

**Michael Dixon**

£200k-plus	Upper quartile
Median	£
173,000	190,000
180,000	224,000
107,500	180,000
113,500	180,000
75,000	100,000
81,000	110,000
40,300	45,645
41,513	51,065
29,734	35,055
30,000	35,755
23,632	27,092
24,000	28,774

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## ACCOUNTANCY COLUMN

## Recession hinders efforts to improve racial mix

Few applicants and even fewer recruits mean only 1.6% of trainees are black, writes Sunjay Kakar

**A**NYONE turning to the last report of the Commission for Racial Equality on discrimination in the accountancy profession six years ago was in for some unpleasant reading. Now the impact of the recession is threatening to stall any further progress.

The CRE report, published in 1986, showed that the proportion of white candidates hired by the larger firms was about four times higher than for black applicants. The white success rate at interview was nearly twice as high, with a slightly higher disparity at second compared with first interview. Black applicants were disproportionately rejected at all stages.

It recommended that improved recruitment, assessment and selection techniques would not only reduce these disparities, but also assist the profession to solve its own graduate recruitment shortage.

The situation today remains hard to assess, because reliable statistics are still not available. The Institute of Chartered Accountants in England and Wales began ethnic monitoring of candidates in 1988 but a significant number of trainees signing contracts are still reluctant to provide this information. For 1991-92, the proportion of training contracts held by black students was 1.6 per cent, and for Asians 3.4 per cent.

The impending shortage of young professionals in the early 1990s prompted accountancy firms to adapt their recruitment practices. Mr Richard Parnell, a director at Robert Walters Associates, says: "Certain firms were making little effort to give people from ethnic minorities any equal

opportunity. They then realised that they had to get all hands on board. They turned to all sections of the community."

Gradually the ethnic mix has been changing. Mr Stephen Boley, national director of graduate recruitment at Coopers and Lybrand, says that of his firm's junior grades, 8 per cent come from ethnic minorities. "This reflects the higher percentage now coming through the higher education system," he says. "We expect this to work through to higher grades in the coming years. Currently we have only one partner from an ethnic minority."

Lack of representation at senior levels is true in the professional bodies. Mr Prem Sikka, a lecturer at the University of East London, points out that there is not a single ethnic minority on an important committee in the accountancy profession. "The people running these committees will not see it as a deliberate decision, but it has always been that way so they are institutionalising unequal opportunities," he says.

The Institute of Chartered Accountants points out that it does have a small number of people from ethnic minorities on some of its committees. One reason for continued under-representation is the concentration by firms on recruiting from a small number of long-established universities. By contrast, most ethnic minorities attend the modern universities and polytechnics and those in London. In the capital each college draws more than one quarter of its intake from ethnic minorities, though many of these are foreign students who could not be employed.

Mr Nigel Llewellyn, national recruitment partner at Touche Ross, defends his firm's strategy. "Some campuses have more potential applicants of better quality, so it makes sense that we direct a greater proportion of marketing spend to those areas where it will yield the best results," he says. "This does not mean that a candidate from a campus which has not been targeted in this way stands less chance of receiving an offer."

In the late 1980s, firms were keen to look beyond their traditional pool of applicants. With the recession, much of that impetus has been lost. Mr Andrew Colquhoun, secretary and chief executive of the Institute of Chartered Accountants in England and Wales, says: "Many accountancy firms still only recruit actively from a limited number of universities because that is where they have met their best graduates in the past. That is rational economic behaviour on their part. Unfortunately the recession has probably narrowed this recruitment base further."

Firms are nevertheless adopting a number of tactics to counter potential discrimination. Ms Faith Jenny, UK director of recruiting and personnel at Arthur Andersen, says more than one person considers each candidate in order to eliminate any chance of individual bias creeping in. "We aim to recruit the best so it is very much in our interest to help interviewees feel comfortable," she says. "That way we see them at their best and can gauge their potential better."

Mr Llewellyn says that a big element of interviewer training at Touche Ross is focused on the need to eliminate bias. "These procedures have proved very effective over the last ten years," he says. "Sadly, a deeper issue remains, which is that the number of applicants from minority backgrounds with proven academic strength is disappointingly low, particularly in the case of those from the Afro-Caribbean Community. If more would apply the final position would be much improved."

Ms Jo Magne, national personnel manager at Moore Rowland, agrees.

"We closely monitor graduate applications and have traditionally received very few from African or Afro-Caribbean candidates" she says. "Asian candidates apply in higher numbers."

The firm's recruitment figures for the last four months of last year highlight the problem. Two-thirds of applicants to the firm were European, of which 47 per cent were invited to a first interview. Asians comprised 30 per cent of applicants, but 37 per cent of them were invited for interview.

For Africans/Afro-Caribbeans, the figures were 4 per cent who applied and 16 per cent invited for interview.

Ms Magne says that African and Afro-Caribbean applicants are generally not invited to interview because of their lack of research into the profession and their inability to provide a sensible answer to the question of why they want to be a chartered accountant.

That is a view shared by Mr Errol Elliot, chairman of the recently-formed Black Accountants Society. He argues that accountancy has a low profile in the black community and

many black applicants carry out insufficient research into the profession. "The bottom line is that the accountancy exams are tough and time-consuming," says Mr Elliot. "We are there to provide support so that black students realise that the exams are there to be passed."

Mr Deepak Haria, a manager in the financial markets division at Arthur Andersen, who was seconded to the firm's recruitment department for seven months in 1990, says that firms should not underestimate the importance of using role-models to attract high quality graduates from all backgrounds. "It is the diversity of skills, knowledge and background of an accounting firm's workforce which contributes to its present business success and future growth."

Mr Philip Nagenda, a black African chartered accountant and head of internal audit for three NHS authorities, has observed that many clients have difficulties coping with the idea of a black senior auditor. "If there is a black person in a team of two or more auditors, they automatically assume that the black person is the junior auditor," he says. "This stereotyping will not change until we have more black accountants."

While the economy was growing, the increase in demand for recruits by the leading accounting firms coincided with the emergence of a second generation of highly educated ethnic minorities who were joining the job market. But the present recession is so intense that the demand for young professionals has been reduced and accountancy firms can afford to make less effort to widen their ethnic base.

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## FOREIGN EXCHANGES

**Norwegian bank floats krone**

NORWAY succumbed to heavy selling by currency speculators yesterday and effectively devalued the krone. Norway's finance ministry said it was removing the currency from its peg to the Ecu and allowing it to float, writes Peter John.

The drama, heightened by early rumours of a coup in Russia and then replaced by tension emanating from a prolonged Bundesbank meeting, was a further blow to the stability of the exchange rate mechanism. The outcome of the Bundesbank meeting, a reaffirmation of existing interest rates, buoyed the D-Mark but ensured that the dollar failed to react to more positive economic news from the US.

Norway's action yesterday morning prompted a sharp rise in the Norwegian stock market but placed immediate pressure on vulnerable currencies within the ERM, the Danish krone and the Irish punt. The French franc was also sold and at least one dealer said the central bank had been intervening.

The Norwegian central bank said it floated the krone as it expected pressure on it to continue. Mr Leif Elde, the bank's director said: "It became too hard to fight we saw little chance ... getting out of

**E IN NEW YORK**

Dec 10	Last	Previous Close
US\$per £	1.5945-1.5955	1.5720 1.5720
US\$per \$1	1.25-1.26	1.25-1.26
3 months	1.25-1.26	1.25-1.26
12 months	1.04-1.06	1.04-1.06

Forward premiums and discounts apply to the US dollar

this, no matter how much currency reserves we used."

The krone has been allowed to swing 2.5 per cent either side of a central rate of Nkr1.5940 per Ecu. It fell steeply after the move to close in London at Nkr4.295 against the D-Mark from Nkr4.0840 previously.

Afterwards, attention returned to the ERM and especially to the Danish currency which many now see as the prime devaluation candidate.

The Danish currency, which is approaching its ERM floor of Dkr3.6012 against the D-Mark, fell but rallied to close virtually unchanged at Dkr3.6820.

The punt replaced the franc at the bottom of the ERM floor and fell to DM2.6285 from DM2.6378.

The franc drifted further towards its own limit against the D-Mark to reach FF2.4113.

In the afternoon, there was growing tension as the Bundesbank Council meeting was prolonged for an hour, suggesting

that some serious change of policy could be announced.

The commitment to high interest rates was a disappointment but the statement that the M3 money supply target for 1993 was to rise to between 4.5 per cent and 5.5 per cent coupled with a switch from a variable repo rate to a fixed rate of 8.75 per cent for the next three weeks steadied nerves.

There was further relief from action by the Dutch and Belgian central banks who cut key interest rates. Holland by 0.25 of a percentage point and Belgium by 10 basis points.

Sterling recovered from a low of DM2.4418 to end the day a pfennig off DM2.4550 and slightly stronger against the dollar at \$1.0765.

The impact of encouraging employment and producer price statistics helped the dollar recover some earlier weakness to end up against the D-Mark at DM1.5765 although it was weaker against the Yen at Y123.50.

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ENRAGE AND ENRAGE

# **FINANCIAL TIMES**

## **NEW YORK STOCK EXCHANGE COMPOSITE PRICES**

3 pm December 10

**Continued on next page**



## AMERICA

# Dow declines despite good economic data

## Wall Street

**PROFIT-TAKING** weighed on US share prices despite more good news on inflation and jobs, writes Patrick Harrison in New York.

By 1pm the Dow Jones Industrial Average was down 20.54 at 3,303.27, near its lows for the morning. The more broadly based Standard & Poor's 500 was also weaker, down 2.77 at 432.88, while the Amex composite was 0.77 lower at 392.21 and the Nasdaq composite was off 6.51 at 659.41. Turnover on the NYSE was 136m shares by 1pm, and declined outdistanced rises by 1,034 to 578.

Signs that the market's recent rally may be running out of steam were evident when prices failed to rise after the Labor Department reported that producer prices fell 0.2 per cent in November, following a 0.1 per cent decline the previous month, and that weekly jobless claims in late November fell by 38,000.

Both sets of data were better than analysts had expected. The producer price figure was particularly encouraging, as it confirmed that inflationary pressures are not building up despite evidence that the recovery is gathering pace.

The market failed to respond

positively to the data, primarily because the initial rush of investor demand has now faded several indices to new highs over the past few weeks.

Chock Full O' Nuts rose 3% to \$88 after reporting fiscal first-quarter net income of 12 cents a share, up from 5 cents a share a year earlier. The company also said it expected profits for the full year 1993 to come in above analysts' forecasts of 45 cents a share.

Metropolitan Financial rose \$1 to \$16.56 after it terminated a planned merger with National City Bancorp.

On the Nasdaq market, Microsoft fell \$2 to \$88 in volume of 1.8m shares on a down-grade from Donaldson Lufkin & Jenrette, which believes that the company will not exceed analysts' earnings expectations. Hopes that the company would do just that have been behind the recent surge in Microsoft shares.

## Canada

TORONTO slipped at mid-session on weakness in gold prices and in the property sector. Banks were also weaker. The TSE-300 index fell 18.29 to 2,673.3 in volume of 23.8m shares valued at C\$187m. Declines led advances 254 to 281 with 263 unchanged.

American Barrick eased C\$1/4 to C\$36.5% and Pegasus Gold lost C\$1/4 to C\$17.4.

Stock filed on behalf of some purchasers of pickup trucks with fuel tanks located outside the frame. Other motor stocks were also weaker, with Chrysler \$1 lower at \$32 and Ford down \$1/4 at \$42.5.

Equitable rose \$1/4 to \$134 in turnover of 1.6m shares on news that the company had formed a strategic partnership with Unum, the specialist Maine-based insurer, to sell

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## EUROPE

# European steels reflect industrial woes

Returns for investors will only improve after further restructuring, says Andrew Baxter

Investors in European steel shares have had a rough time in recent months as the severity of the industry's problems has become increasingly apparent.

In the run-up to British Steel's first-half results on November 16, there was a sense of inevitability about the fate of the half-year dividend, which was duly omitted.

Even Thyssen, which virtually alone among big producers could call its latest annual results "satisfactory" – profits were down 33 per cent at DM350m (\$220m) – is now trading at just DM155.30, against a high for the year of DM245. And the decline in British Steel shares to 54p since privatisation in November 1988 at 125p is a measure of the UK recession, which, so far at least, has been deeper than on the Continent.

Production has fallen in the fourth quarter but investors have not yet taken heart. Longer-term plans to restructure the industry – notably the plan backed by the European Community to help fund the expected 50,000 redundancies over the next three to four years – cannot produce immediate results.

Mr Matthias Weitliche of Merck Finck in Düsseldorf believes that any recovery in

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Despite signs of slowing demand for steel in the summer, production continued at a fairly high rate in the third quarter, leaving the industry

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while the UK market stabilises. Whether this is reflected in share price movements is much harder to predict. But the long-term course of steel shares could be very heavily influenced by the EC restructuring proposals, and, in particular, by where the capacity cuts are made.

Again, the focus may well be on Germany. Companies such as Thyssen are financially stronger than British Steel but suffer from higher costs, says Mr Weitliche. The ability of Krupp and Hoess to make politically-sensitive job cuts now that their merger has finally cleared legal obstacles will also have a major impact on the new company's financial performance.

But, however much the steel industry might quibble over the extent of its overcapacity and its effects, it could take the restructuring efforts of the entire European industry to give investors a better return than they are getting now.

Mr Hadas sees steel shares in an "interesting limbo" between declining demand for steel and the possibility of even more rapidly declining supply as

the previous day's poor car sales data for November. Position-squaring ahead of the close of the December account next week also put downward pressure on the market. The Comit index fell 6.55 to 426.48 in turnover estimated at 114,500 after Lissner.

Fiat dropped L185 or 4.7 per cent to L3,930, which reflected its heavy fall after hours on Tuesday.

ZURICH remained in positive territory although off earlier highs. The SMI index closed 7.9 higher at 1,998.6.

Georg Fischer bearers fell SF1.65 or 9.5 per cent to SF1,620 after Wednesday's disappointing forecast for 1993.

AMSTERDAM ignored a small cut in domestic interest rates and the CBS Tendency index closed 0.9 weaker at 105.3. Nedlloyd lost FL2.20 to FL30.70 as the group said that it would be making fresh cash calls on the capital market.

turnover worth NKr710m. Industrial shares had the biggest gains on prospects of greater competitiveness. Norsk Hydro rose NKr7.5 to NKr164, while Elken jumped NKr12 to NKr42.

COPENHAGEN was lifted by the Norwegian crown float and expectations of a possible devaluation of the Danish crown. The KFX top-20 index gained 1.1 to 77.18 in turnover of DKR2.8m. Novo Nordisk and Sophus Berendsen gained DKR12 and DKR2 respectively.

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Lyonaise des Eaux shed a further FF76 to FF74 in spite of news of an Argentine contract, while Elf relapsed on FF10.50 to FF39.50 on US selling.

OSLO soared 7.5 per cent in response to the government's decision to let the Norwegian crown float free from the Ecu. The crown weakened about 5 per cent from its central rate against the Ecu after the news. The all-share index jumped as high as 40.56 before closing 27.97 higher at 39.38.

Deutsche Bank lost another DM6.50 to DM64.50 following disappointing 10-month figures earlier in the week while Commerzbank slipped DM1.10 to DM239.00. Dresden lost DM2.50 to DM346.50.

PARIS ended 1.2 per cent lower on disappointment about the Bundesbank's decision, which sharply reduced the possibility of a cut in French interest rates at time when the economy was suffering and companies were issuing warnings about profits and trading prospects. Dealers said that only speculation about a devaluation in the franc would continue to keep investors interested in French equities. The CAC-40 index fell from the day's high of 1,805.59 to close 21.68 lower at 1,783.48 in good turnover of FF22.85m.

LMVH dropped FF175 or 4.7 per cent to FF13.51 after Guinnes, the UK drinks group in which it has a cross-shareholding, issued a gloomy trading forecast. BSN fell FF18 to FF34.80 in sympathy.

Saint-Gobain fell FF12 to FF16 after Pilkington, its UK rival in the glass industry, reported a sharp drop in first-half pre-tax profits.

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